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ABSTRACT

The goals and accomplishments of the Management Development Program, which was operated by the National Center for Higher Education Management System with funds from the National Institute of Education, are reported. Twenty-eight seminar/institute topics were developed from 1980 through 1983 to address planning-level issues of importance to top-level administrators in colleges and agencies/associations involved with higher education. Almost 60% of seminar participants held positions at the executive-administration level. A total of 1,685 administrators participated in 101 seminars and institutes from 1980 to 1984. Since fall 1980, 115 general audience seminars were held. Included are comments from participants about the value of seminar topics. Assessments of the locations (city and hotel) of meetings are also summarized. Examples of promotional materials used for the programs are provided, iwth information on responses to promotional materials and seminar inquiries. Information is provided on costs by promotional activity as well as program income and expenditures. Conclusions about the feasibility of the program being self-supporting include keeping overhead costs to a minimum and providing sufficient up-front capital for promotion, hotel deposits, and material preparation. (SW)

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MANAGEMENT DEVELOPMENT PROGRAM

A REVIEW OF THE PROGRAM'S GOALS AND ACCOMPLISHMENTS

1980-1984

Internal Report

Sherrill Cloud

November, 1984

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MANAGEMENT DEVELOPMENT PROGRAM

A REVIEW OF THE PROGRAM'S GOALS AND ACCOMPLISHMENTS

1980-1984

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Background

NCHEMS started the Management Development Program (MDP) in June, 1980 with financial support from NIE. The objective was to make the Program self-supporting within five years. NIE support was provided to enable the Program to develop instructional materials and services and test various delivery modes, marketing strategies, and other operational techniques.

Even with NIE funding, NCHEMS had to address three very critical concerns in order to get the Program operating initially.

1. Change NCHEMS perceived reputation from that of dealing with number-crunching and computer-related activities to addressing planning-level issues.

2. Change NCHEMS perceived audience level of mid-managers (particularly institutional researchers and computer center directors) to executive-level administrators.

3. Overcome NCHEMS recent problem of conducting poor quality seminars.

Changing NCHEMS perceived reputation and audience level were related concerns that had to be addressed together. Although the Center had been involved with planning-level issues affecting top-level management in the higher-education environment for several years, this was not well known. The marketing and delivery activities in which the Management Develop Program was to become involved could provide a viable mechanism for changing the perception of NCHEMS if handled properly.

With this in mind, the following strategies were adopted.

1. Initially, only executive-level planning topics would be developed as seminar offerings, and instructors would be encouraged to make changes often to keep the materials up to date.

2. Initially, only external personnel with practical experience at the executive level in institutions would be used as instructors. (It was assumed that executives would relate better to other executives than to NCHEMS research staff.)

3. Promotional materials would be designed as personal correspondence in order to get past the desks of secretaries and into the hands of presidents and vice-presidents.

4. Promotional letters would be sent to all individuals serving as presidents and vice-presidents in all institutions in the country by using the most up-to-date mailing list available from the Higher Education Directory. This would ensure higher seminar participation rates and also distribute information about NCHEMS new image to the widest possible audience.

These strategies did indeed address the three initial concerns and changed perceptions and participation characteristics within the first year's operation of the Program.

Program Accomplishments

Figure 1 is a list of the 28 seminar/institute topics developed by the Management Development Program from 1980 through 1983 (with six being developed using non-NIE funds). These topics clearly indicated that NCHEMS was addressing planning-level issues of importance to top-level administrators in colleges and agencies/associations involved with higher education.

In response to NCHEMS pereceived audience level, an analysis of seminar participants lists early in the Program's history indicated the following breakdown of participants by title.

Presidents/Chancellors	9%
Provosts	5%
Vice Presidents/Vice Chancellors	20%
Associate/Assistant Vice Presidents/Chancellors	6%
Assistants to the President	7%
Deans	12%
Directors	14%
Associate/Assistant Deans/Directors	8%
Miscellaneous	18%
Total	100%

Almost 60% of the participants now coming to the MDP seminars held positions generally considered to be the executive-administrative level. Previously, very few executive administrators had attended NCHEMS seminars.

Figure 1

Seminar/Institute Topics Developed by
Management Development Program
and
Direct Assistance Training

1980-1984

Fall, 1980 — 1 topic developed.

Strategic Planning in the Higher Education Setting

1981 — 11 topics developed.

Institutional Planning: Strategic Planning for a Changing Environment (for teams)
Evaluating Higher Education Institutions
Evaluating Higher Education Programs
Evaluating Administrators in Higher Education
Faculty Evaluation
Legal Planning in Colleges and Universities in the 80's
Enrollment Planning: The Major Issues to be Understood and the Executive Decisions to be Made
Dynamics of Decisionmaking in Colleges and Universities
Managing Differences Among Individuals and Groups in the Higher Education Setting
Time and Stress Management
Supportive Communication and Interpersonal Problem Solving

1982 — 7 topics developed.

Strategic Planning for Two-Year Community and Technical Colleges
Higher Education Facilities Management
Needs Assessment for Two-Year Community and Technical Colleges
Identifying and Measuring Student Outcomes
Managing Decline in Colleges and Universities
Providing Information for Management
Making Resource Allocation Decisions Based on Policy Analysis and Program Review (a five-day management institute)

1983 — 9 topics developed (including 3 NIE and 6 non-NIE topics)

Promoting Administrative Effectiveness
Assessing and Improving Institutional Effectiveness
Consulting in Higher Education
* Assessing Needs of Industry
* Computing Issues in Higher Education
* Managing Institutional Enrollments
* Designing and Conducting Program Reviews
* Linking Planning with Budgeting
* Strategic Management for Small, Private Institutions

*Topics developed by non-NIE monies

Another analysis of participants by administrative affiliation indicated the following.

Presidents' Office	17%
Academic Affairs	19%
Finance and Administration	12%
Student Services	9%
Institutional Research and Planning	13%
Development/Fund Raising	1%
Colleges/Academic Departments	11%
Other Administrative Areas	10%
Miscellaneous	8%
Total	100%

Again, the participation at the MDP seminars had changed dramatically from being almost exlusively from institutional research offices and computer centers to almost 50% from presidents' offices, academic affairs, and finance/administration.

It is of interest to note that the Program served 1,685 participants at its 101 seminars and institutes held from 1980 to 1984.

In regard to the concern about quality, the summaries of participant evaluations from all seminars conducted in the first year of the Program's operation indicated overwhelming approval of and satisfaction with the seminar presentations. Responses to overall questions about the value of the seminars and capabilities of the instructor reflected the following ratings.

Question	Rating*
My overall rating of this seminar in terms of its value to myself is:	4.53
My overall rating of this seminar in terms of its value to my institution is:	4.42
My overall rating of the seminar instructor (averaging three instructors) is:	4.64

* This is an average of the responses for all participants at all seminars held in the fall of 1981. Ratings reflect responses to a scale of 0 (very poor) to 5 (very good).

As further indication of the quality of the seminar offerings, Exhibit A provides selected comments testifying to the value of participating in one of the seminar topics. The extremely favorable evaluations by participants continued throughout the Program's four-year history.

Having satisfactorily addressed the initial concerns with which the Program had to contend, the primary objective then became to work toward developing the Program into a viable, self-supporting operation.

Instructional Services

The Program initially promoted seminars and management institutes to be held on specific days and in specific locations around the country. Since Fall, 1980, three institutes and 115 general audience seminars were held. Exhibit B lists the number of general audience seminars scheduled and held by topic. Following is a brief summary of pertinent facts about these seminars.

Figure .
Summary of Seminar Facts

Period	# General Audience Seminars: # Sched	# Cancl	% Cancl	Inst # Held	Registrants: Final #	Ave # Per Sem	# Promo Letters Mailed	Promo Letters Response Ratio*
Fall, 198	7	0	0%	7	165	24	7,200	2.3%
1981	18	2	11%	16	394	25	22,245	1.8%
1982	40	12	33%	33	561	17	24,000	2.3%
1983	26	15	58%	14	174	12	17,128	1.0%
1984	24	8	33%	16	292	18	17,672	1.7%
Total	127	41	32%	86	1,586	18	84,145	1.9%

* Ratio of final number of registrants to number of promotional letters mailed.

The first two years reflected a good response rate to the seminars promoted. Only two seminars had to be cancelled for lack of registration in those two years, and the average number of participants per seminar was 24 for 1980 and 25 for 1981. In 1982, NIE required NCHEMS to conduct 30 seminars and one management institute. Due to concern about potential cancellation, more than 30 seminars had to be scheduled. The ratio of responses to promotional pieces mailed was over 2%, which, as a general marketing evaluator, is a good response rate. However, evidence seemed to indicate that NCHEMS had saturated its limited higher-education market that year when 33% of the scheduled seminars had to be cancelled and the average attendance dropped from 25 to 17. In 1983,

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the seminar cancellation rate jumped to 52% and the average attendance dropped from 17 to 12. In that year, however, the problem may have been caused by fewer promotional pieces being mailed to the higher-education constituency, since the response ratio dropped from 2.3% in 1982 to 1.3% in 1983. In 1984, the seminar cancellation rate lessened to 33%, which was equal to the 1982 level. However, the average attendance rate went from 12 to 18, and the response rate moved slightly higher to 1.7%.

As a way of avoiding total reliance on market response to general-audience seminars scheduled around the country for the operation of the Program, in 1982, tailored, on-campus seminars were promoted. With these seminars, an institution (or group of institutions) contracted with NCHEMS to deliver a seminar on a campus at a specific cost of $3,000 to $6,000, depending on certain variables (e.g., number of instructors, number of days involved, number of participant notebooks needed, etc.). These on-campus seminars cost less to conduct and made more profit than general-audience seminars. They generally resulted from the interest of individuals who had attended general-audience seminars or participated in Direct Assistance contracts. Combining the Direct Assistance Program with the Management Development Program in 1983 helped to increase the number of on-campus seminars held from one in 1982 to eight in 1983 and to nine in 1984. Additionally, the MDP Meeting Coordinator became very active in 1983 and 1984 in promoting follow-up on-campus seminars at participants' institutions.

A five-day management institute on Making Resource Allocation Decisions Based on Policy Analysis and Program Review was developed by John Keller for the Program in 1982. It was promoted in 1982, but the first institute was held in 1983 and two were held in 1984. The first institute had 11 participants, the

second had 10, and the last one had 21, so the response rate to this intensified instructional activity has greatly increased.

Exhibit C provides a chronological list of all the general-audience seminars, on-campus seminars, and management institutes held each year.

In order to serve the higher-education constituency best, as well as increase participation levels, strategic locations were selected around the country. These locations had to be in areas where higher-education institutions were concentrated. Additionally, the locations had to be readily accessible by air. Thus, certain locations tended to meet these criteria--Boston, New York City, Philadelphia, Washington, D.C., Atlanta, Tampa/Orlando, Chicago, Dallas/Houston, San Francisco, and Los Angeles. Other smaller cities in the south and midwest were tried if there were large numbers of institutions located in close proximity, such as Raleigh, Memphis, Cincinnati, Louisville, Lexington, Kansas City, but these cities tended not to draw participants as well as the major cities and sometimes resulted in cancelled seminars. Cities in the west, such as Denver, Phoenix, and Seattle were in areas where the number of institutions were too few to support seminars at all.

Critical to the success of the general-audience seminars and institutes were the hotels selected, so hotels were selected and evaluated carefully. Exhibit D is a summary of the assessment of meeting locations by city and hotel.

Promotional Strategies

Various promotional strategies were tried over the years with the primary methods involving the following. (Exhibit E provides examples of various promotional materials used during the Program's history.)

1. Dear Colleague Letters

   - Were generally signed by the President of NCHEMS.
   - Were mailed first class in early January (for Winter/Spring seminars), in early May (for Summer seminars), and in early September (for Fall seminars). In the latter two years, letters were sometimes sent bulk mail.
   - Were mailed to major top-level positions in all institutions in the country in the beginning and end of the Program, with follow-up regional letters sent, when necessary, for specific seminar topics or locations that were low in registration responses. In 1983 and early 1984, these letters were mailed almost exclusively to the Program's mailing list of about 2,500 individuals who had attended past seminars or who had requested information about seminars conducted by the Program.
   - Included registration forms.

2. Chronicle Ads

   - In beginning two years, large Chronicle ads almost half-page in size promoted all the seminars scheduled for that quarter and were placed in January, May, and September. Smaller ads were only

placed during a quarter if specific seminar topics or locations were low in registration responses.

- In the third year and beginning of the fourth year, a shift was made to placing smaller ads continuously throughout the year.

3. NCHEMS Newsletter Ads

   - When seminar schedules for an upcoming quarter were ready at the same time a quarterly NCHEMS Newsletter was going to press, the seminar schedule was included.

   - The NCHEMS Newsletter was sent to the historical Newsletter mailing list, which included a mixture of position levels.

4. Other Promotional Activities

   - Brochures were sometimes used for handouts at display booths at various association meetings but were not effective as items mailed by themselves. They were more effective when they were designed to be regular letter size and they included a Dear Colleague letter as the first page or were enclosed with a Dear Colleague letter.

   - Ads were sometimes placed in newsletters of other associations for applicable seminar topics.

   - Mailing lists from other associations were sometimes used for applicable seminar topics.

Registration responses and seminar inquiries to the Program were carefully monitored over the four years. Exhibit F is a summary of the response ratio to promotional pieces mailed and Exhibit G is a summary of seminar registration

responses by source of promotional activity. Overall summary statistics for the Program have been extracted from these two exhibits in Figures 3 and 4.

Figure 3
Types of Major Promotional Activities and Responses

Period	Total Responses	Dear Colleague Letters: # Dif Letters	# Pieces Mailed	# Mailings No Resp	# Resp	Chronicle: # Ads	# Ads No Resp	# Resp	NCHEMS Newsletter: # Ads	# Ads No Resp	# Resp
Fall, 1980	165	1	7,200	0	108	1	0	19	0	N/A	N/A
1981	450	4	22,245	0	357	3	0	32	2	1	3
1982	2,370	15	19,000	2	1,803	6	2	269	0	N/A	N/A
1983	1,090	8	13,128	4	484	12	0	352	3	0	171
1984	645	3	17,575	0	168	19	2	204	1	0	46
Total	4,720		79,148		2,920	41		876	6		220

Note: Responses refers to any type of inquiry about the scheduled seminars. The number of responses is higher than the actual number of final registrants. Sometimes inquiries were high if there wasn't sufficient information included in in a mailing.

Figure 4
Percentage of Responses by Type of Promotional Activity

Period	Dear Colleague Letter	Chronicle Ads	NCHEMS Newsletter Ads	Other or Unknown Sources	Total Responses	% Seminars Cancelled	Ave # Part Per Sem
Fall, 1980	65%	12%	N/A	23%	100%	0%	24
1981	79%	7%	1%	13%	100%	11%	24
1982	76%	11%	N/A	13%	100%	33%	16
1983	44%	32%	16%	8%	100%	54%	13
1984	26%	32%	7%	35%	100%	36%	21
Total	62%	18%	5%	15%	100%	33%	19

The personalized approach of using Dear Colleague letters garnered 62% of the responses over the four years, while Chronicle ads resulted in 18% of the responses. From Fall, 1980 through Fall, 1982, promotional strategies concentrated on sending Dear Colleague letters to large numbers of people and generally received a 2% rate of response, which is considered a very good response rate by those in marketing. The cancellation rate for seminars was low until 1982, and the average number of participants per seminar was high at 24/25 but slipped to 17 in 1982. (In 1982, the problem seemed to be market saturation due to NCHEMS requirement to conduct so many seminars that one year.)

In 1983, promotional materials were mailed to much fewer numbers of individuals and the number of Chronicle ads was doubled. Thus, the response rate for Dear Colleague letters dropped from around 70% to 44%, and the response rate to Chronicle ads increased from around 10% to 32%. However, more than half the general-audience seminars were cancelled and the average number of participants per seminar dropped to 12.

In the first half of 1984, the 1983 promotional strategy was continued, but the original strategy of sending out more mailings and using limited Chronicle ads was used again in the Fall of 1984. The number of general-audience seminars cancelled in the Winter/Spring was 56% but dropped to 20% in the Summer/Fall. The average number of participants per seminar was 16 for the four seminars held in the Winter/Spring and 19 for the 12 seminars held in the Summer/Fall.

Offsetting the large number of seminars cancelled in 1983 and 1984 was the increase in the number of on-campus seminar contracts, however. This was especially helpful since the on-campus seminars were much more cost-effective than general-audience seminars.

An analysis of promotional strategies and results would not be complete without an analysis of associated costs. (Exhibit H contains a summary of costs by promotional activity.) Mailing letters involved costs for typesetting, stationery, printing/copying, labels, postage, and other mailing services. Chronicle ads involved publishing costs, which included typesetting, and ranged from around $300 to $700 depending on the ad size.

Figure 5 summarizes the number of mailings and Chronicle ads and their associated costs. Although previous data indicates that letters were the most effective in promoting all the Program's services, costs associated with mailings were very high and required substantial up-front capital.

Figure 5
Summary of Promotional Costs and Activities

	Promotional Costs			#	#
		Chronicle		Pieces	Chronicle
Period	Mailings	Ads	Total	Mailed	Ads
Fall, 1980	$4,250	$680	$4,930	7,200	1
1981	11,417	1,383	12,800	22,245	3
1982	53,447	6,177	59,624	19,000	6
1983	17,348	5,119	22,467	13,128	12
1984	7,771	7,256	15,027	17,575	19
Total	$94,233	$20,615	$114,848	79,148	41
%	82%	18%	100%		

Program Costs

The ultimate objective of the Program was to become self-supporting. Thus, an analysis of the Program's financial history is important in evaluating this feasibility. (Figures 6, 7, and 8 as well as Exhibit I provide summary financial data for the Program.)

In the first two years of the Program, NIE financial support was very high to cover costs involved with planning, developing instructional services, and testing marketing strategies. Then NIE support was reduced as more services were available and income increased. The following summarizes NIE's support of total income as compared to the amount generated by registration fees and contracts.

	% of MDP Income by Source		
	NIE Support	Fees & Contracts	Total
1981	72%	28%	100%
1982	63%	37%	100%
1983	49%	51%	100%
1984	45%	55%	100%

Expenditures were mostly for administrative and developmental purposes in the first two years and then increased substantially for delivery services, as the following summarizes.

	% of MDP Expenditures by Activity		
	Admin. & Devel.	Delivery	Total
1981	50%	20%	100%
1982	57%	43%	100%
1983	47%	53%	100%
1984	45%	55%	100%

The only instructional service offered in the first two years was

Figure 6
Summary of Actual Income and Expenditures
For the Management Development Program

	Source of Income				Type of Expenditures			
		Seminars				Seminars		
Period	NIE	Gen Aud Fees	On Campus Contracts	Total	Admin & Devel	Genrl Aud Direct Expend (b)	On Campus Direct Expend	Total
1981								
Amount	$190,747	$75,545		$266,292	$213,787	$52,505		$266,292
%	72%	28%		100%	80%	20%		100%
1982								
Amount	237,519	137,341	(a)	374,860	212,555	162,305	(a)	374,860
%	63%	37%		100%	57%	43%		100%
1983								
Amount	82,595	51,598	$35,002	169,195	79,434	71,486	$18,275	169,195
%	49%	30%	21%	100%	47%	42%	11%	100%
1984								
Amount	84,252	62,878	41,500	188,630	84,230	83,108	21,292	188,630
%	45%	33%	22%	100%	45%	44%	11%	100%
Grand Total								
Amount	$595,113	$327,362	$76,502	$998,977	$590,006	$369,404	$39,567	$998,977
%	59%	33%	8%	100%	59%	37%	4%	100%

(a) Income and expenditure data for the one on-campus seminar conducted in 1982 is not available.

(b) Includes sunk costs for cancelled seminars.

Figure 7
Summary of Expenditures/Income and Averages
For General Audience Seminars

Period	# Sem	# Part	Direct Expenditures (a) Meeting Site	Promotion	Direct Personnel	Seminar Materials	Total	Fee Income	Gain or (Loss)
Fall, 1980									
Total	7	165	$4,087	$3,835	$7,691	$2,911	$18,524	$28,875	$10,351
Ave		24	584	548	1,099	416	2,646	4,125	1,479
1981									
Total	16	394	11,318	13,165	22,131	4,564	51,178	76,180	25,002
Ave		25	707	823	1,383	285	3,198	4,761	1,563
1982									
Total	33	562	30,205	41,669	64,063	9,474	145,411	154,500	9,089
Ave		17	915	1,263	1,941	287	4,406	4,682	275
1983									
Total	14	174	8,617	9,514	32,101	5,449	55,681	58,750	3,069
Ave		12	616	680	2,293	389	3,977	4,196	219
1984									
Total	16	292	12,985	11,169	41,988	8,702	74,844	112,075	37,231
Ave		18	812	698	2,624	544	4,678	7,005	2,327
Grand Total									
Amount	86	1,587	$67,212	$79,352	$167,974	$31,100	$345,638	$430,380	$84,742
Ave		18	$782	$923	$1,953	$362	$4,019	$5,004	$985

(a) Direct expenses do not include the cost of development, NCHEMS staff salaries and benefits, or other administrative overhead.

Note: This is a summary of direct expenditures for general-audience seminars conducted. Sunk costs for seminars cancelled are excluded to enable an analysis of expenditures involved with seminars actually conducted. The magnitude of sunk costs for cancelled seminars is as follows.

	# Cancl Seminars	Total Sunk Costs	Ave Sunk Costs Per Cancl Sem
Fall, 1980	0	$ 0	$ 0
1981	2	$ 1,327	$ 664
1982	16	$ 16,895	$ 1,056
1983	11	$ 15,805	$ 1,437
1984	7	$ 4,263	$ 609

Figure 8
Summary of Expenditures/Income and Averages
For On-Campus Seminars

Period	# Sem	# Part	Direct Expenditures	Contracted Income	Gain or (Loss)
1983					
Amount	8	235	$18,275	$35,002	$16,727
Ave		29	2,284	4,375	2,091
1984					
Amount	9	248	21,292	41,500	20,208
Ave		28	2,366	4,611	2,245
Grand Total					
Amount	17	483	$39,567	$76,502	$36,935
Ave		28	$2,327	$4,500	$2,173

Note 1: Income and expenditure data for the one on-campus seminar conducted in 1982 is not available.

Note 2: Direct expenditures do not include any costs for promotional activities. All such costs are included in the direct expenditures for general-audience seminars.

general-audience seminars and institutes scheduled at specific locations around the country and promoted nationally. Up-front costs for promotion were very high and became sunk costs when seminars had to be cancelled due to low registrations. Additionally, most hotels began requiring deposits of $100-$300 for meeting rooms, and these deposits were lost when seminars were cancelled. Following is a summary of sunk costs over the years.

	# Cancelled Seminars	Total Sunk Costs	Avg. Sunk Costs Per Cancelled Seminar
1981	2	$ 1,327	$ 664
1982	16	$16,895	$1,056
1983	11	$15,805	$1,437
1984	7	$ 4,263	$ 609
Total	36	$38,290	$1,064

Direct costs for general-audience seminars and institutes involved (in addition to promotional costs) hotel costs (meeting rom rental, audio visual rental, luncheons, coffee breaks, etc.), personnel costs (instructors' daily fees and travel expenses, and on-site meeting coordinator travel expenses), and seminar materials (participants' notebooks, handouts, etc.). All the direct expenditures for seminars averaged $4,019 per seminar and increased over the years as follows.

	Avg. Cost/Seminar of Direct Expenditures
Fall, 1980	$2,647
1981	$3,201
1982	$4,406
1983	$3,977
1984	$4,678
Overall	$4,019

Registration fees were increased over the year, but there was a limit as to the amount of increases that would be tolerated by the higher-education audience.

In 1983 the fees were increased too high and resulted in lower registrations and a significant increase in cancelled seminars. The fees then had to be decreased. The average fee income per seminar had been around $4,200 to $4,800 until 1984 when it increased to $7,000. (This increase in average fee income in 1984 can be attributed to the conduct of two five-day management institutes with high attendance at the second institute.) The average gain or loss per seminar (income less direct expenditures) has ranged up and down over the years as follows.

	Average Fee Income/Seminar	Average Gain or (Loss)/Seminar
Fall, 1980	$4,125	$1,478
1981	$4,761	$1,560
1982	$4,682	$ 275
1983	$4,196	$ 219
1984	$7,005	$2,327
Overall	$5,004	$ 985

In 1983 and 1984, several on-campus seminars were conducted at set contract prices ranging from $3,000 to $6,000. For the 17 on-campus seminars held in these two years, there was an average gain (income over direct expenditures) of about $2,200 per seminar. These on-campus seminars consistently had lower direct expenditures and higher guaranteed income than the general-audience seminars.

Conclusions

The following conclusions can be drawn about the feasibility of the Program being self-supporting.

1. Overhead costs must be kept to a minimum--perhaps by having the instructional services operated in conjunction with another established program, where ongoing staffing and administrative expenses can be covered.

2. There must be sufficient up-front capital for costs associated with promotion, hotel deposits, and advance preparation of seminar materials.

3. Some general-audience seminars/institutes need to be scheduled and conducted each year to keep the organization's name visible and to lead to the more profitable on-campus contracts.

4. Fees charged by other higher-education associations must be monitored in order to keep NCHEMS fees competitive and reasonable in order to encourage high attendance levels and to avoid cancelled seminars.

5. Promotional strategies need to involve mailings to enough people to result in close to a 2% ratio of registrants to number of mailings. Otherwise, experience indicates that participation rates will be low and numbers of cancelled seminars high.

Exhibit A

NCHEMS MANAGEMENT DEVELOPMENT PROGRAM

Selected Evaluation Comments Re
the Strategic Planning Seminars

Evaluation forms requesting ratings to specific questions are given to participants at each seminar. Occassionally, particpants add written comments such as the following.

- Learned more about planning than I did from our $27,000 assisting agency.
- This topic is vitally important and extremely timely. Our institution has a mandate from the governing board to reduce expenditures and operate more effeciently in the academic area. Unfortunately, we are now in a crisis situation rather than proactive (i.e., deficit spending, retrenchment). I hope I can persuade central administration to use this approach as opposed to across the board reductions.
- I go away with both a better understanding of planning and greater enthusiasm for my job.
- The seminar will definitely help me revise our long range planning process.
- I will use the seminar notebook for presentation to people concerned with planning on campus, and my president.
- Seminar notebook helps to transfer knowledge to others on campus.
- Seminar notebook will be helpful in selling the concept of strategic planning as well as implementing it.
- Planning is a continuous part of my job. This seminar stimulated me.

An indepth follow-up survey (copy of letter and form follows) was mailed in early January, 1982 to the nearly 500 participants of the 19 Strategic Planning seminars that have been held since Fall, 1980. A few of the comments received so far include the following.

"Enclosed you will find a copy of a task force report submitted recently to our President. As you can see, we have been influenced considerably by the seminars."

John C. Guyon
Vice President
Academic Affairs and Research
Southern Illinios University
at Carbondale

"The seminar has been in general very influential in our process just getting underway to study the University Programs."

Alden L. McCracker
Asst. Vice President for
Budgets and Planning
Clemson University
(South Carolina)

"The seminar reinforced what I already knew had to be done in institutional planning and provided concrete ideas on procedure. Any one interested in the future of their institution would benefit from the seminar."

Nicholas J. Hertz
Director of Legislative Liaison and
Public Affairs
Hillsborough Community College
(Tampa, Florida)

"This is the most important seminar I have attended as Academic Vice President at LABC. It gave me the outline and basic techniques needed to implement strategic planning at the trustee level through the support of the President."

Dr. John P. Stead
Vice President for Academic Affairs
Los Angeles Baptist College

"This seminar is top notch. It is no cookbook approach but it hits at the core of what colleges must deal with to better meet their future."

Roger Hovey
Coordinator of Planning and Applied
Research
Western Wyoming College

Two other seminar topics were offered in the fall of 1981, and four more are being offered in the spring of 1982, but it won't be until late in the spring of 1982 that quotes will be available about the value of seminars other than strategic planning.

Exhibit B

NUMBER OF SEMINARS SCHEDULED AND HELD BY TOPIC

(1980-1984)

NCHEMS Management Development Program

Number of Seminars Scheduled and Held by Topic in 1980 and 1981

Topic and Period	Number of Seminars Scheduled	Cancelled	Conducted	Total Part	Ave# Part/ Seminar
1980					
Strategic Planning					
Fall, 1980	7	-	7	165	24
1981					
Strategic Planning					
Winter, 1981	7	-	7	172	25
Fall, 1981	6	1	5	130	26
	13	1	12	302	25
Evaluating Higher Education					
Fall, 1981	3	-	3	63	21
Legal Planning					
Fall, 1981	2	1	1	29	29
1981 Total	18	2	16	394	25

NCHEMS Management Development Program

Number of Seminars Scheduled and Held by Topic in 1982

Topic and Period	Number of Seminars Scheduled	Cancelled	Conducted	Total Part	Ave. Part/ Seminar
Strategic Planning[a]					
Winter/Spring, 1982	5	2	3	47	16
Summer/Fall, 1982	6	1	5	104	21
Total	11	3	8	151	19
Strategic Planning-Two Year[b]					
Summer/Fall, 1982	2	1	1	9	9
Evaluating Higher Education					
Winter/Spring, 1982	3	-	3	42	14
Summer/Fall, 1982	2	-	2	25	13
Total	5	-	5	67	13
Legal Planning					
Winter/Spring, 1982	3	-	3	46	15
Summer/Fall, 1982	3	2	1	10	10
Total	6	2	4	56	14
Dynamics of Decisionmaking					
Winter/Spring, 1982	4	3	1	8	8
Summer/Fall, 1982	1	1	-	-	
Total	5	4	1	8	8
Enrollment Planning					
Winter/Spring, 1982	5	3	2	45	23
Summer/Fall, 1982	2		2	32	16
Total	7	3	4	77	19
Information for Management					
Winter/Spring, 1982	1	-	1	32	32
Summer/Fall, 1982	3	-	3	55	18
Total	4	-	4	87	22
Administrative Effectiveness					
Winter/Spring, 1982	2	1	1	30	30
Summer/Fall, 1982	2	1	1	12	12
Total	4	2	2	42	21
Need Assessment					
Summer/Fall, 1982	1	-	1	21	21
Facilities Management					
Summer/Fall, 1982	1	-	1	16	16
Student Outcomes					
Summer/Fall, 1982	1	-	1	12	12
Consulting in Higher Education					
Summer/Fall, 1982	1	1	-	-	
Managing Decline					
Summer/Fall, 1982	1	-	1	15	15
Total Seminars (13 topics)					
Winter/Spring, 1982	23	9	14	250	18
Summer/Fall, 1982	26	7	19	311	16
Total	49	16	33	561	17

(a) Three one-day Strategic Planning seminars were held in early 1982; after that the seminar was expanded to two days.

(b) One tailored seminar was also given in 1982 (in July).

NCHEMS Management Development Program and Direct Assistance Training
Number of General Audience Seminars Scheduled and Held by Topic in 1983 (a)

Topic and Period	Number of Seminars Scheduled	Cancelled	Conducted	Number Participants	Average # Part/Sem
STRATEGIC PLANNING					
Winter/Spring, 1983	2	1	1	17	17
Summer/Fall, 1983	4	1	3	35	12
Total	6	2	4	52	13
STRATEGIC PLANNING-2 YR COLLEGES					
Summer/Fall, 1983	1	0	1	10	10
LEGAL PLANNING					
Winter/Spring, 1983	1	1	0	0	0
ENROLLMENT PLANNING					
Winter/Spring, 1983	2	2	0	0	0
PROVIDING INFORMATION FOR MANAGEMENT					
Winter/Spring, 1983	1	1	0	0	0
PROMOTING ADMINISTRATIVE EFFECTIVENESS					
Winter/Spring, 1983	1	0	1	10	10
Summer/Fall, 1983	1	1	0	0	0
Total	2	1	1	10	10
ASSESS AND IMPROVING INST EFFECTIVENESS					
Summer/Fall, 1983	2	1	1	8	8
NEEDS ASSESSMENT-2 YR COLLEGES					
Summer/Fall, 1983	1	1	0	0	0
NEEDS ASSESSMENT & STRAT PLAN-2 YR COLLEGE					
Winter/Spring, 1983	1	0	1	19	19
FACILITIES MANAGEMENT					
Winter/Spring, 1983	2	2	0	0	0
STUDENT OUTCOMES					
Winter/Spring, 1983	2	1	1	17	17
Summer/Fall, 1983	1	0	1	17	17
Total	3	1	2	34	17
MANAGING DECLINE					
Winter/Spring, 1983	1	1	0	0	0
Summer/Fall, 1983	1	1	0	0	0
Total	2	2	0	0	0
* ASSESSING NEEDS OF INDUSTRY					
Winter/Spring, 1983	1	1	0	0	0
Summer/Fall, 1983	1	1	0	0	0
Total	2	2	0	0	0
* COMPUTING ISSUES IN HIGHER ED					
Summer/Fall, 1983	3	2	1	5	5
* LINKING PLANNING WITH BUDGETING					
Summer/Fall, 1983	2	0	2	27	14
* MANAGING ENROLLMENTS					
Summer/Fall, 1983	1	1	0	0	0
* CONDUCTING PROGRAM REVIEWS					
Summer/Fall, 1983	1	1	0	0	0
MANAGEMENT INSTITUTE					
Summer/Fall, 1983	1	0	1	11	11
Total Seminars/Institutes (18 topics)					
Winter/Spring, 1983	14	10	4	67	16
Summer/Fall, 1983	20	10	10	111	11
Grand Total	34	20	14	174	12

(a) Excluding contracted on-campus seminars conducted
* Non-NIE Seminars

NCHEMS Management Development Program and Direct Assistance Training
Number of General Audience Seminars Scheduled and Held by Topic in 1984 (a)

Topic and Period	Number of Seminars Scheduled	Cancelled	Conducted	Number Participants	Average # Part/Sem
STRATEGIC PLANNING					
Winter/Spring, 1984	1	1	0	0	0
Summer/Fall, 1984	3	0	3	57	19
Total	4	1	3	57	19
STRATEGIC PLANNING-2 YR COLLEGES					
Winter/Spring, 1984	1	0	1	10	10
Summer/Fall, 1984	3	2	1	20	20
Total	4	2	2	30	15
STUDENT OUTCOMES					
Winter/Spring, 1984	1	1	0	0	0
Summer/Fall, 1984	2	0	2	34	17
Total	3	1	2	34	17
NEEDS ASSESSMENT-2 YR COLLEGES					
Summer/Fall, 1984	1	0	1	11	11
* PROGRAM REVIEWS					
Winter/Spring, 1984	1	1	0	0	0
Summer/Fall, 1984	2	1	1	24	24
Total	3	2	1	24	24
* LINKING PLANNING WITH BUDGETING					
Winter/Spring, 1984	2	0	2	42	21
Summer/Fall, 1984	3	0	3	63	21
Total	5	0	5	105	21
* MICROCOMPUTERS: AQUISITION & INTEGRATION					
Winter/Spring, 1984	2	2	0	0	0
MANAGEMENT INSTITUTE					
Winter/Spring, 1983	1	0	1	10	10
Summer/Fall, 1983	1	0	1	21	21
Total	2	0	2	31	16
Total Seminars/Institutes (8 topics)					
Winter/Spring, 1984	9	5	4	62	16
Summer/Fall, 1984	15	3	12	230	19
Grand Total	24	8	16	292	18

(a) Excluding contracted on-campus seminars conducted
* Non-NIE Seminars

Exhibit C

Chronological List of Seminars Scheduled

(1980-1984)

Management Development Program

Chronological List of Seminars Scheduled in 1980

Date	Topic	Location	Final # of Participants
Fall, 1980*			
Sept. 25, 1980	Strategic Planning	Washington, D.C.	10
Sept. 26, 1980	Strategic Planning	Philadelphia, PA	12
Oct. 10, 1980	Strategic Planning	Chicago, IL	32
Oct. 30, 1980	Strategic Planning	Newark/New York City	29
Oct. 31, 1980	Strategic Planning	Boston, MA	36
Nov. 20, 1980(a)	Strategic Planning	Williamsburg, VA	23
Nov. 21, 1980	Strategic Planning	Atlanta, GA	23
1980	Total: 7 seminars scheduled and held		165

* The Management Development Program began in June of 1980.

(a) Scheduled to immediately follow the annual meeting of AASCU in Williamsburg.

Management Development Program

Chronological List of Seminars Scheduled in 1981

Date				
Winter/Spring, 1981				
Feb. 12, 1981		Strategic Planning	San Francisco, CA	26
Feb. 13		Strategic Planning	Los Angeles, CA	29
Mar. 3, 1981	(a)	Strategic Planning	Washington, D.C.	30
Apr. 9, 1981		Strategic Planning	New Orleans, LA	15
Apr. 10		Strategic Planning	San Antonio, TX	20
June 4, 1981		Strategic Planning	St. Louis, MO	18
June 5		Strategic Planning	Chicago, IL	34
Winter/Spring Subtotal: 7 seminars scheduled and held				172
Fall, 1981				
Sept. 17-18, 1981		Evaluating Higher Educ.	San Francisco, CA	18
Sept. 21		Legal Planning	San Francisco, CA	Cancel.
Sept. 24		Strategic Planning	Detroit, MI	Cancel.
Sept. 25		Strategic Planning	New York, NY	27
Oct. 12, 1981		Strategic Planning	Lexington, KY	28
Oct. 13	(b)	Strategic Planning	Washington, D.C.	23
Oct. 22-23		Evaluating Higher Educ.	Chicago, IL	23
Nov. 12-13, 1981		Evaluating Higher Educ.	Boston, MA	22
Nov. 16		Legal Planning	Boston, MA	29
Nov. 19		Strategic Planning	Raleigh, NC	30
Nov. 20		Strategic Planning	Tampa, FL	22
Fall Subtotal:		11 seminars scheduled, 9 held, 2 cancelled		222
Total for 1981:		18 seminars scheduled, 16 held, 2 cancelled		394

(a) Scheduled just prior to the ASHE and AAHE annual meetings in Washington, D.C.

(b) Scheduled just prior to the ACE annual meeting in Washington, D.C.

NCHEMS Management Development Program

Chronological List of Seminars Scheduled in 1982

Date		Topic	Location	Final # Participants
Winter/Spring				
Feb. 1-2, 1982		Dynamics of Decisionmaking	Honolulu, HI	8
Feb. 2-3	(a)	Legal Planning	Washington, D.C.	12
Feb. 4-5		Evaluating Higher Education	Honolulu, HI	16
Mar. 1-2		Dynamics of Decisionmaking	Washington, D.C.	Cancel.
Mar. 9		Strategic Planning	Phoenix, AZ	Cancel.
Mar. 10-11		Enrollment Planning	Phoenix, AZ	Cancel.
Mar. 24-25		Enrollment Planning	New York City, NY	17
Mar. 29-30		Legal Planning	Chicago, IL	18
Mar. 29-30		Administrative Effectiveness	Honolulu, HI	Cancel.
Apr. 1-2		Dynamics of Decisionmaking	Seattle, WA	Cancel.
Apr. 3-4	(b)	Enrollment Planning	St. Louis, MO	Cancel.
Apr. 5-6		Dynamics of Decisionmaking	Los Angeles, CA	Cancel.
Apr. 22-23		Evaluating Higher Education	Louisville, KY	11
Apr. 26		Strategic Planning	Minneapolis, MN	17
Apr. 27		Strategic Planning	Tulsa, OK	Cancel.
Apr. 28-29		Enrollment Planning	Tulsa, OK	Cancel.
May 3-4		Legal Planning	San Francisco, CA	16
May 6-7		Evaluating Higher Education	Washington, D.C.	15
May 10-11		Strategic Planning	San Francisco, CA	14
May 10-11		Information for Management	Washington, D.C.	32
May 12-13		Enrollment Planning	Washington, D.C.	28
May 20-21		Administrative Effectiveness	Boston, MA	30
May 24-25		Strategic Planning	Boston, MA	16
Winter/Spring		Subtotal: 23 seminars scheduled, 14 held, 9 cancelled		250
Summer/Fall				
July 12-13, 1982		Strategic Planning	Williamsburg, VA	16
July 14-15		Administrative Effectiveness	Williamsburg, VA	Cancel.
July 20-21		Strategic Planning	New York City, NY	22
July 22-23		Legal Planning	New York City, NY	Cancel.
Aug. 10-11		Information for Management	Chicago, IL	16
Aug. 12-13		Strategic Planning	Chicago, IL	28
Sept. 28-29		Dynamics of Decisionmaking	Montreal, Canada	Cancel.
Sept. 30-Oct. 1		Strategic Planning	Montreal, Canada	16
Oct. 5-6		Consulting in Higher Education	San Francisco, CA	Cancel.
Oct. 7-8		Administrative Effectiveness	San Francisco, CA	12
Oct. 12	(c)	Managing Decline	Minneapolis, MN	15
Oct. 21		Strategic Planning-2 Year	Chicago, IL	Cancel.
Oct. 22		Strategic Planning-2 Year	Philadelphia, PA	9
Oct. 25-26		Needs Assessment	Philadelphia, PA	21
Oct. 27-28		Enrollment Planning	Chicago, IL	14
Oct. 28-29	(d)	Strategic Planning	Nashville, TN	22
Nov. 8-9		Information for Management	Dallas, TX	17
Nov. 10-11		Legal Planning	Dallas, TX	10
Nov. 18-19		Enrollment Planning	Pittsburgh, PA	18
Nov. 22-23		Facilities Management	Atlanta, GA	16
Nov. 29-30	(e)	Information for Management	Hilton Head, SC	22
Dec. 2 3		Evaluating Higher Education	Tampa, FL	13
Dec. 6-7		Legal Planning	Tampa, FL	Cancel.
Dec. 7-8		Student Outcomes	Los Angeles, CA	12
Dec. 9-10		Evaluating Higher Education	Los Angeles, CA	12
Dec. 13-17		Strategic Planning	Los Angeles, CA	Cancel.
Summer/Fall Subtotal:		26 seminars scheduled, 19 held, 7 cancelled		311
Total for 1982:		49 seminars scheduled, 33 held, 16 cancelled		561

(a) Scheduled just prior to ASHE's and AAHE's annual meetings in Washington, D.C.
(b) Scheduled just prior to AACJC's annual meeting in St. Louis.
(c) Scheduled just prior to ACE's annual meeting in Minneapolis.
(d) Scheduled just prior to AASCU's annual meeting in Nashville.
(e) Scheduled just prior to CAUSE's annual meeting in Hilton Head.

NCHEMS MANAGEMENT DEVELOPMENT PROGRAM
and DIRECT ASSISTANCE TRAINING
Chronological List of Seminars/Institutes Scheduled in FY83
(12/1/82 - 11/30/83)

Date	Topic	Location	Final# Participants
Seminars			
Winter/Spring, 1983			
Feb 14-15	Strategic Planning - 2 Yr Coll	**Cariboo College, Canada	25
Feb 28 - Mar 1	Student Outcomes	Atlanta, GA	Cancl
Mar 2	Enrollment Planning	Atlanta, GA	Cancl
Mar 3-4	Strategic Planning	Atlanta, GA	Cancl
Mar 17-18	Providing Info for Mgt	Boston, MA	Cancl
Mar 21-22	Legal Planning	Boston, MA	Cancl
Mar 23-24	Enrollment Planning	Boston, MA	Cancl
Mar 23-24	Facilities Mgt	Boston, MA	Cancl
Mar 24	Managing Decline	Wash, D.C.	Cancl
Mar 31 - Apr 1	Strategic Planning	Boston, MA	17
Apr 4	Managing Decline	Chicago, IL	Cancl
Apr 4-5	Student Outcomes	Boston, MA	17
Apr 5-6	Promoting Admin Effect	Chicago, IL	19
Apr 7-8	*Assess Needs of Industry	Chicago, IL	Cancl
Apr 27	Needs Assess & Strat Planning -2 Yr Colleges	New Orleans, LA	19
May 4-5	Admin Effectiveness	**Sioux Falls College, SD	25
May 9-10	Strategic Planning	**Univ of Louisville, KY	25
May 17-18	Facilities Mgt	Chicago, IL	Cancl
Winter/Spring Subtotal:	18 Seminars Scheduled and 7 Held (including 3 on-campus seminars)		138
Summer/Fall, 1983			
June 20-21	Strategic Planning	Denver, CO	Cancl
June 27-28	Assess & Improv Inst Effect	Orlando, FL	Cancl
June 29	Managing Decline	Orlando, FL	Cancl
June 30-July 1	Promoting Admin Effect	Orlando, FL	Cancl
July 21-22	*Assess Needs of Industry	Orlando, FL	Cancl
July 25-26	Strategic Planning	Orlando, FL	10
Aug 10-11	Inst Effectiveness	**Tabor College, MA	25
Sept 7-8	Strategic Planning - 2 Yr Coll	**Wisc Voc/Tech/Adult Ed Sys	60
Sept 23-24	Strategic Planning	**Univ of Wisconsin	25
Oct 3	*Computing Issues in H E	Wash, D.C.	5
Oct 4-5	Assess & Improv Inst Effect	Wash, D.C.	6
Oct 6-7	Information for Mgt	**Cuyahoga Comm Coll, OH	25
Oct 10	*Linking Planning with Budg	Denver, CO	9
Oct 11-12	*Managing Enrollments	Denver, CO	Cancl
Oct 13-14	Strategic Planning	Denver, CO	19
Oct 14	*Linking Planning with Budg	**Edison State Coll, OH	25
Oct 17-18	*Program Reviews	Denver, CO	Cancl
Oct 21	Strategic Planning - 2 Yr Coll	San Francisco, CA	10
Oct 24	*Linking Planning with Budg	San Francisco, CA	18
Oct 27	Needs Assess - 2 Yr Colleges	Minneapolis, MN	Cancl
Oct 28	*Computing Issues in H E	Minneapolis, MN	Cancl
Nov 11	*Computing Issues in H E	Dallas, TX	Cancl
Nov 14-15	Student Outcomes	New Orleans, LA	17
Nov 18-19	Strategic Planning	Chicago, IL	15
Summer/Fall Subtotal:	18 Seminars Scheduled and 14 Held (including 5 on-campus seminars)		260
Total for FY83:	42 Seminars Scheduled and 21 Held (including 8 on-campus seminars)		398
Institutes			
Aug 7-12	Management Institute	Snowmass, CO	11
Total Participants for FY83			409

* Direct Assistance Training Seminars
** On Campus Seminars

NCHEMS MANAGEMENT DEVELOPMENT PROGRAM
and DIRECT ASSISTANCE TRAINING
Chronological List of Seminars/Institutes Scheduled in FY84
(12/1/83 - 11/30/84)

Date	Topic	Location	Final# Participants
Seminars			
Winter/Spring, 1984			
Dec 19, 1983	Strategic Planning	**Univ of Mass-Amherst, MA	29
Jan 5, 1984	Strategic Planning - 2 Yr Coll	**Housatanic Comm Coll, CN	25
Jan 6	Needs Assess - 2 Yr Coll	**Housatanic Comm Coll, CN	25
Jan 5-6	Strategic Planning	**Univ of Alabama-Huntsville, AL	27
Feb 2-3	Institutional Effectiveness	**Univ of Alaska at Anchorage	8
Feb 15	*Microcomputers	Orlando, FL	Cancl
Feb 16-17	Student Outcomes	Orlando, FL	Cancl
Feb 20-21	*Linking Planning with Budg	Orlando, FL	27
Feb 21	Strategic Planning - 2 Yr Coll	Orlando, FL	10
Mar 8-9	Strategic Planning	**Univ of District of Columbia	29
April 5-6	Strategic Planning	Philadelphia, PA	Cancl
April 5-6	Student Outcomes	**Univ of Puerto Rico	53
April 9-10	*Program Reviews	Philadelphia, PA	Cancl
April 11	*Microcomputers	Philadelphia, PA	Cancl
April 12-13	*Linking Planning with Budg	Philadelphia, PA	15
May 3-4	Strategic Planning	**Univ of Alabama at Huntsville	26
Winter/Spring Subtotal:	16 Seminars Scheduled and 11 Held (including 8 on-campus seminars)		274
Summer/Fall, 1984			
June 11-12	Student Outcomes	Cincinnati, OH	21
June 13-14	*Linking Planning with Budg	Cincinnati, OH	17
June 14-15	Strategic Planning	**Mendez Foundation (Puerto Rico)	24
June 18-19	Strategic Planning	Seattle, WA	16
June 20	Strategic Planning - 2 Yr Coll	Seattle, WA	Cancl
July 21-22	*Program Reviews	Seattle, WA	Cancl
Aug 8-9	Strategic Planning	**Univ of Nebraska, Omaha	27
Oct 1-2	*Linking Planning with Budg	Boston, Ma	13
Oct 4-5	Strategic Planning	Boston, Ma	28
Oct 5	Strategic Planning - 2 Yr Coll	Boston, Ma	Cancl
Oct 11-12	Student Outcomes	Atlanta, GA	13
Oct 29	Strategic Planning - 2 Yr Coll	San Diego, CA	20
Oct 30	Needs Assess - 2 Yr Coll	San Diego, CA	11
Nov 5-6	Strategic Planning	San Diego, CA	13
Nov 12-13	*Program Reviews	Dallas, TX	24
Nov 15-16	*Linking Planning with Budg	Dallas, TX	33
Summer/Fall Subtotal:	16 Seminars Scheduled and 13 Held (including 2 on-campus seminars)		260
Total for FY84:	32 Seminars Scheduled and 24 Held (including 10 on-campus seminars)		534
Institutes			
Jan 8-13	Management Institute	Boulder, CO	10
July 8-13	Management Institute	Boulder, CO	21
Total Institute Participants (2 institutes)			31
Total Participants for FY84			565

* Direct Assistance Training Seminars (Developed and conducted with non-NIE monies.)
** On Campus Seminars

EXHIBIT D

ASSESSMENT OF MEETING LOCATIONS BY CITY AND HOTEL

MANAGEMENT DEVELOPMENT PROGRAM
Assessment of Meeting Locations
by City and Hotel
from 1980 through 1984

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
ATLANTA, GA						
Atlanta Downtown Marriott	11/21/80	26	Strategic Planning	Excellent hotel for overnight stay. Too large a hotel for a meeting of our size; one tends to get lost in the crowd. No personal contact with Sales people.	Good location. (For one-day meeting, a hotel located in the suburbs or by the airport might be better.)	Yes (Compare comments on '80 & '82)
Atlanta Downtown Marriott	11/22-23/82	16	Facilities Management	Usual good quality of a Marriott Hotel in all respects.	Easy walking distance to downtown stores and restaurants.	Yes
Atlanta Downtown Marriott	10/11-12/84	13	Student Outcomes	Usual good quality of a Marriott Hotel in all respects. No longer "get lost in the crowd"--good personal service.	Easy walking distance to downtown stores and restaurants.	Yes
Radisson Atlanta	4/20/80	26	Academic Planning	Excellent hotel, but too far from airport and downtown.	Hotel is located in suburbs about 30 minutes from airport on other side of Atlanta. Nothing around for entertainment and too far from downtown and airport.	Yes (except for location)
BOSTON, MA						
Boston Park Plaza	4/24-25/80	46	Student Assessment	A good hotel; rather large, but easy to get to Sales staff if needed. Need to ask for larger meeting rooms because they have a section of made-over sleeping rooms that aren't as efficient as other meeting areas. Put everything in writing and check last-minute details (on 10/31/80 the luncheon time was changed to 12:30 but they scheduled it for 1:30).	Hotel is located downtown, across from Boston Commons. Good location for seeing downtown Boston.	Yes-if use larger meeting rooms.

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
BOSTON, MA (continued)						
Copley Plaza	3/31-4/1/83	17	Strategic Planning	Per On-Site Coordinator, service, meal functions, etc. were all very good. Recommendation for this hotel over the Parker House since Copley was less expensive (though both hotels were expensive).	Good downtown location.	Yes-if cost is not prohibitive.
The Lenox Hotel & Motor Inn	11/11-13/81	22	Evaluation	Would not use this hotel again unless their Sales staff improves (and, according to their Banquet Sales Manager, changes are being made). Although the staff was very cooperative in every way possible, their person originally booking the meetings had booked meeting rooms that were too small for the number of participants we had. The heat was virtually uncontrollable; the cooling was too noisy; and the service was lax at times (coffee break refills, etc.). The sleeping rooms were quite nice, although they had the same heating problem (steam heat with no thermostates) and some were very noisy.	Ideal close-in location. Subways were about 3 blocks away. The hotel is about a half-hour cab ride from the airport (during non-rush hour traffic).	No
The Lenox Hotel	10/1-2/84	13	Linking Planning with Budgeting	In most ways, service has greatly improved.	Same as above.	Debatable-probably yes.
	10/4-5/84	28	Strategic Planning			
The 57 Park Plaza Hotel (Howard Johnson's)	5/20-21/82		Improving Administrative Effectiveness	Meeting facilities, sleeping rooms, food, etc. very good.	Ideal location for walking around Boston and easy in/out for airport.	Yes
	5/24-25/82		Strategic Planning			
Parker House	4/4-5/83	17	Student Outcomes	See Copley Plaza comments.		Yes-if cost is not prohibitive.

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
BOULDER, CO						
Hotel Boulderado	1/8-13/84	10	Management Institute	Nice old hotel. Good service and physical amenities.	Excellent downtown location. Limo service to/from Stapleton airport.	Yes-but only for small groups (15 or less) until they expand.
Hilton Harvest House	7/8-13/84	21	Management Institute	Excellent service, physical amenities, with good recreational facilities for summer.	Good location. Limo available to/from Stapleton airport.	Yes
CHICAGO, IL						
Palmer House	4/30/80	32	Academic Planning	Meeting place was set up by North Central Association. Hotel seemed efficient.	Hotel is located in business section of downtown.	Yes
Holiday Inn O'Hare	4/14/80	19	Institutional Planning for Two-Year Colleges	Do not use this hotel. Transportation is confusing. There are too many Holiday Inns in area. They have one meeting room and do not know how to house meetings.	Hotel is close to airport (about 10 minutes) but is difficult to find.	No
Sheraton O'Hare Hotel	10/10/80	32	Strategic Planning	Meeting room was small but they had other selections. Service was good and food was good. This was the best of all airport hotels used to date.	Hotel is located near airport (about 15 minutes). There is a good shuttle access from airport. It is about 30-45 minutes from downtown.	Yes
The Ramada O'Hare Inn	6/5/81	33	Strategic Planning	Mediocre hotel. If staying on, ask for wing section, not tower. Meeting room was small and too warm. Staff was mediocre also--no personal contact.	Hotel located near airport (about 15 minutes). It is about 30-45 minutes from downtown.	No

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
CHICAGO, IL (continued)						
The Knickerbocker Chicago Hotel	10/22-23/81 3/29-30/82 8/10-11/82 8/12-13/82 4/5-6/83	24 18 16 28 10	Evaluation Legal Planning Information for Management Strategic Planning Promoting Administrative Effectiveness	Great in all aspects. Cooperative staff, lovely sleeping rooms, attractive meeting rooms, excellent service, etc. Staff is very helpful and always prompt.	Hotel is located by John Hancock Building & Water Tower Shopping Mall; about 2-3 blocks off Lake Michigan. Nice close-in location.	Yes
Inn of Chicago	10/27-28/82	14	Enrollment Planning	Would not recommend using hotel again. Meeting rooms noisy and stuffy. No accommodations for catering luncheons. Sleeping rooms were cramped and stuffy. Service was poor.	Hotel is located near the Water Tower Shopping area and John Hancock Tower.	No
The Barclay-Chicago	11/18-19/83	15	Strategic Planning	Smaller than its sister hotel, the Knickerbocker; the service and physical amenities are all very good.	Hotel is located near the Water Tower Shopping area and John Hancock Tower--a few blocks from its sister hotel, the Knickerbocker.	Yes for smaller groups (20 or less).
CINCINNATI, OH						
Westin Hotel	6/11-12/84 6/13-14/84	20 17	Student Outcomes Linking Planning with Budgeting	Lovely facility with excellent service.	Good downtown location.	Yes
DALLAS, TX						
Double Tree Inn at Campbell Center	11/8-9/82 11/10-11/82	17 10	Information for Management Legal Planning	Beautiful hotel with very nice facilities. Service was good. Location was the only problem.	Not an ideal downtown location and a bit difficult to get to shops or restaurants located in the area. Would prefer to try downtown next time.	No
Adolphus Hotel	11/12-13/84 11/15-16/84	24 33	Program Reviews Linking Planning with Budgeting	Beautiful old hotel which has been restored with excellent taste. Service was good. All physical amenities excellent.	Good downtown location.	Yes

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
DENVER, CO						
Executive Tower Inn	10/10/83	9	Linking Planning with Budgeting	Hotel is slightly "over the hill." Service was good, but wouldn't use again until they do some upgrading.	Good downtown location, although downtown Denver is relatively "dead" in the evenings.	Debatable
	10/13-14/83	10	Strategic Planning			
HILTON HEAD ISLAND, SC						
The Hyatt at Hilton Head Island	11/29-30/82	22	Nature & Role of Information	Excellent facilities	If staying over a weekend, no inexpensive transportation is available.	Yes
HONOLULU, HI						
Ala Moana Hotel	2/1-2/82	8	Dynamics of Decision-making	Service, food, sleeping accommodations were good. Some problems with the billing department.	Good location--about 2 blocks from a lovely park and Waikiki Beach. Close to a large shopping center and within walking distance of downtown restaurants and shops. Easy access to/from the airport.	Yes
	2/4-5/82	16	Evaluating Higher Education			
LEXINGTON, KY						
Campbell House Inn	10/12/81	28	Strategic Planning	Do not use hotel. Staff is very disorganized. Overhead equipment did not arrive on time. Food was good.	Hotel is downtown about 15 minutes from airport.	No
	4/22-23/82	11	Evaluating Higher Education			
LOS ANGELES, CA						
Los Angeles Hilton	2/13/81	29	Strategic Planning	Too large for one-day meeting with only 35 people. Hotel is too lax in details. On-site staff are not cooperative and pre-conference staff did not follow through on arrangements. Participants left at 3:00 to avoid heavy traffic.	Hotel is located on Wilshire Blvd. in Beverly Hills, which is a pretty location in a good neighborhood--close to theatres and restaurants.	No

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
Marina International Hotel (Marina del Rey)	12/7-8/82 12/9-10/82	12 12	Student Outcomes Evaluating Higher Education	Excellent small hotel with superb service, very pleasant meeting and sleeping rooms.	Located 15 minutes from LAX airport (with free limo service), 12 blocks from ocean, easy walking distance to shops and restaurants.	Yes
LOUISVILLE, KY						
The Louisville Inn	4/22-23/82	11	Evaluating Higher Education	Although meeting rooms were set up late, staff was very cooperative and always available.	Good downtown location. Easy access to/from airport since many airline crews stay here.	Yes
MINNEAPOLIS, MN						
Rodeway Inn	5/8/80	24	Academic Planning	Satisfactory, but wrong location.	Airport is located in Bloomington which is too far from Minneapolis.	No
L'Hotel Sofitel	4/26/82	17	Strategic Planning	Appearance of hotel was excellent. Service was some of the best ever received. Quality of everything may be worth the tradeoff of the isolated location.	Hotel is located 15 miles from Minneapolis downtown and 10 miles from airport (with easy access to airport). For a one-day seminar location is fine but for a two-day seminar a downtown hotel would be preferable since this location is very isolated.	Yes?
Holiday Inn Downtown	10/12/82	15	Managing Decline	Facilities and service were very poor. Wouldn't recommend using hotel again.	Seminar was held just prior to ACE's annual meeting, and this hotel was nearest available hotel to ACE's meeting hotel, which was in the heart of downtown.	No

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
MONTREAL, QUEBEC						
Ritz Carlton	9/30-10/1/82	16	Strategic Planning	Sales staff during pre-seminar negotiations were difficult--especially in terms of possible cancellations and requiring payments not stated in the contract. However, facilities, service and on-site staff were excellent, making hotel worth using again.	Downtown location is very good. Near stores, restaurants and subway stops.	Yes
NASHVILLE, TN						
Sheraton-Nashville Hotel	10/28-29/82	22	Strategic Planning	Service, meeting and sleeping rooms, food, etc., were very good. Nice southern relaxed atmosphere.	Good downtown location.	Yes
NEWARK, NJ						
Sheraton Inn	2/29/80 10/30/80	25 33	Academic Planning Strategic Planning	Nice poolside food functions and good food. Good meeting rooms and service. Would go back to this hotel.	Hotel is located at airport. Not much around if staying for two or more days. Always have good attendance at this location though.	Yes
NEW ORLEANS, LA						
Le Pavillon	4/9/81	12	Strategic Planning	Good hotel; minor items were not up to par, but would use hotel again.	Hotel is located in French Quarter. New Orleans would be better for 2 or more days; does not draw attendance for 1 day.	Yes
New Orleans Marriott	4/27/83	19	Needs Assessment and Strategic Planning-2-Year Colleges	Service and location were fairly good, but the hotel is too large for our smaller seminar groups.	Downtown location is good.	Debatable
Hotel Marie Antoinette	11/14-15/83	17	Student Outcomes	Excellent service, amenities, sleeping rooms, etc. Nice small hotel.	Good downtown location ½ block off Bourbon Street.	Yes

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
NEW YORK, NY						
Roosevelt Hotel	9/25/81	27	Strategic Planning	Meeting room, staff, and service very good. (Was good for a two-day seminar.) Sleeping rooms were bad, however.	Hotel is located across from Grand Central Station.	Yes
New York Hilton	3/24-25/82	17	Enrollment Planning	Although it's an extremely large hotel, it handles small meetings very well. Hotel staff were very cooperative. Sleeping rooms were a little noisy, but meeting rooms were very good.	Hotel is in a good downtown location for restaurants, shopping, theatre, and subway exits.	Yes
Harley of New York	7/20-21/82	22	Strategic Planning	Sleeping and meeting rooms were nice. Sales people were a bit difficult and unfriendly but the staff who set up meeting room and lunches were very organized and helpful.	Hotel is located on East 42nd St. and was not very close to shops and restaurants.	No
ORLANDO, FL						
Orlando Marriott	7/25-26/83	10	Strategic Planning	Usual good Marriott service and and physical amenities.	Location is relatively handy to airport but a bit distant from Disney.	Yes
Hyatt Orlando	2/20-21/84	27	Linking Planning with Budgeting	Obviously a hotel that knows how to handle meetings. There were a few minor slip-ups (i.e., posted meetings incorrectly, had to be reminded for an a.m. break, etc.), but nothing major that wasn't quickly rectified.	Ideal location for Disney/ Epcot. Further distance from airport (limo available though).	Yes
	2/21/84	10	Strategic Planning- 2-Year Colleges			
PHILADELPHIA, PA						
Sheraton Airport Inn	2/26/80	12	Strategic Planning	Do not use this hotel for meetings. Very good for overnight accommodations but cannot handle meetings.	Hotel is located at airport.	No
Holiday Inn-Center City	10/22/82	9	Strategic Planning- Two-Year Colleges	Sleeping rooms were adequate, service and food were average to below average. (Better than Philadelphia Centre Hotel, however.)	Good location for historical sites, restaurants, theatres.	Yes?

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
Philadelphia Centre Hotel	10/25-26/82	21	Needs Assessment	Sleeping and meeting rooms were dirty and depressing. Meeting room was set up incorrectly. Hotel staff were helpful and apologetic--just not very competent.	Good location for historical sites, restaurants, theatres.	No
Franklin Plaza Hotel	4/12-13/84	15	Linking Planning with Budgeting	The physical ameneties were good but service was undependable and slow. They had put us in too small a meeting room. Luncheon service and food were good (they extended a comp. room to Mtg. Coordinator.)	Good downtown location.	Debatable
PITTSBURGH, PA						
Hyatt Pittsburgh at Chatham Place	11/18-19/82	18	Enrollment Planning	Sleeping and meeting rooms, food and service were all ideal.	Good downtown location near stores and restaurants.	Yes
RALEIGH, NC						
The Velvet Cloak Inn	11/19/81	30	Strategic Planning	Would not use this hotel again. Although the meeting room was ideal in many ways, it was not set for the guaranteed number of people--they were very rude about this. Due to the staff error in not setting the room for the correct number of people, the cont. breakfast was 45 minutes late and the a.m. coffee break was also late. The Catering Office staff seemed to be totally ineffective in getting anything done! The sleeping rooms were adequate and clean; the hotel restaurant was excellent (although expensive); and the group luncheon (by poolside) was excellent.	This hotel is located on the outskirts of Raleigh and about a 45-minute ride from the Raleigh-Durham airport. The limo service that serves the hotel is very haphazard and sometimes required a 45-minute wait. Their vans were not in good condition at all--nearly broke down on way into town!	No

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
SAN DIEGO, CA						
San Diego Hilton	10/29/84	20	Strategic Planning-2-Year Colleges	Excellent service and physical amenities.	Although a downtown location might be preferable, this is also a very good location--on the bay. Easy in/out from/to airport.	Yes
	10/30/84	11	Needs Assessments-2-Year Colleges			
	11/5-6/84	13	Strategic Planning			
SAN FRANCISCO, CA						
Hilton Hotel & Tower	3/29/80	26	Institutional Planning for Two-Year Colleges	Too large and impersonal; would not use again.	Hotel is located one block from Union Square in downtown. It is close to many attractions.	No
Amfac Hotel	10/21/83	10	Strategic Planning-2-Year Colleges	Good service and physical amenities.	Excellent location for airport access.	Yes for one-day seminars.
	10/24/83	18	Linking Planning with Budgeting			
Plaza Airport Inn	8/29/80	18	Organizational Studies	Excellent hotel for meeting rooms and overnight stays. Meeting staff are easy to work with. For a two-day seminar, it's too isolated, however.	Hotel is located 5 minutes from airport but not within walking distance from airport or to restaurants.	Yes for one-day meetings.
	2/12/81	25	Strategic Planning			
Sheraton at Fisherman's Wharf	9/17-18/81	18	Evaluating Higher Education	Excellent hotel. Meeting room charge is a little more expensive. Service is excellent. Some overnight rooms noisy.	Hotel is located near Fisherman's Wharf. Close to many attractions.	Yes
Holiday Inn-Union Square	5/3-4/82	16	Legal Planning	Sleeping and meeting rooms were very nice. Food was good. Hotel staff were very cooperative.	Union Square is a great location with major stores and many good restaurants.	Yes
	5/10-11/82	14	Strategic Planning			
Holiday Inn-Fisherman's Wharf	10/7-8/82	12	Administrative Effectiveness	Service, meeting, and sleeping rooms were good. Friendly Sales staff; front desk staff could have been friendlier but were adequate.	Good location for shops and restaurants--only 2 blocks from the wharf.	Yes

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
SEATTLE, WA						
Madison Hotel	6/18-19/84	16	Strategic Planning	Service and physical amenities were excellent.	Good downtown location right above the waterfront area.	Yes
ST. LOUIS, MO						
Clayton Inn	5/9/80	13	Academic Planning	Would not use this hotel again because of distance from airport and downtown St. Louis. Meeting facilities are in separate building and there are no available porters to handle meeting materials. Hotel is excellent for overnight stays though.	Hotel is located in Clayton, MO about 30-45 minutes from airport. Good restaurants close to hotel. Pretty location.	No
Holiday Inn-Westport	6/4/81	18	Strategic Planning	Excellent hotel for overnight and meetings. On-site staff are well trained and very cooperative. Food is very good and presented nicely.	Hotel is located close to airport with good limo service. Close to Westport Plaza for good restaurants and shopping.	Yes
SAN ANTONIO, TX						
Le Mansion Del Rio	4/10/81	20	Strategic Planning	Excellent hotel for overnight and meetings. On-site staff does need some follow-up on details.	Hotel is located in downtown on River Walk. Good access to airport via shuttle. Hotel is difficult to locate, however; doesn't look like a hotel.	Yes
SNOWMASS, CO						
Snowmass Club	8/7-12/83	15	Management Institute	Lovely facility with "European" aura. Excellent service and lots of recreation facilities on property.	Good location for airport and Aspen (shuttles available to Aspen or Snowmass Village).	Yes

City and Hotel	Date	# Part.	Seminar Toipcs	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
TAMPA, FL						
Ramada Inn	11/20/81	22	Strategic Planning	Although this hotel was not "fancy," it was more than adequate with excellent service. I would use them again. The meeting room was an ideal size for our group and had its own thermostat and lighting controls. The luncheon was very good and the staff was "on top" of things at all times. The only problem was that the area outside the meeting room was a bit narrow for the registration table.	Located on the edge of town, about 30 minutes from the airport, this hotel had a free shuttle van and worked ideally for a one-day seminar.	Yes
Hyatt Regency Hotel	12/2-3/82	13	Evaluating Higher Education	Participation low. Put in small room. Meeting room assignments need to be watched carefully and need to keep on them re details. Nicest, newest hotel in Tampa.	Downtown Tampa, 6 miles from airport.	Yes
TROY, MI						
Troy Hilton	4/11/81	18	Academic Planning	Good hotel but is located too far from airport and downtown Detroit. Do not use.	Hotel is located 45 minutes from Detroit.	No
WASHINGTON, DC						
Sheraton International Conference Center	9/25/80 11/24/80	10 20	Strategic Planning Organizational Studies	Excellent hotel for overnight and meetings. It is rather expensive, $24 per day per person for meeting costs, but that includes everything (meeting room, meals, tips, etc.)	Hotel is located by Dulles airport. If Dulles is your destination, this is a good location. Downtown D.C. is 30-45 minute drive.	Yes
The Highland Motel	3/31/81	30	Strategic Planning	Do not use hotel (especially for a credit rating). It is not set up to accommodate even small meetings. Staff is friendly but not used to handling meetings.	Hotel is located across from Washington Hilton, downtown.	No

City and Hotel	Date	# Part.	Seminar Topic	Comments on Hotel	General Comments on Location and City	Use Hotel Again?
The Shoreham	10/13/81	23	Strategic Planning	Excellent hotel for overnight and and meetings. Ask for Ambassador Room for meeting. Staff is excellent.	Downtown hotel near Washington Hilton.	Yes
Capitol Holiday Inn	2/2-3/82	12	Legal Planning	Accommodations (sleeping and meeting rooms) are fine. Service was not very good, however. Several things were not done correctly or on time and other problems cropped up. Then it was difficult to find staff to solve problems.	Hotel is located by the Capitol which means it is not within close walking distance of restaurants or shops. It's a rather isolated location, but is on a subway stop.	No
The Key Bridge Marriott (Arlington, VA)	5/10-11/82 5/12-13/82 10/3/83 10/4-5/83	32 28 5 6	Role of Information Enrollment Planning Computing Issues in Higher Education Institutional Effect.	Everything about the hotel is excellent and service is outstanding.	Located at the end of the Key Bridge across from Georgetown with plenty of shops and restaurants.	Yes
Sheraton Washington Hotel	5/6-7/82	15	Evaluating Higher Education	Hotel is geared to large conventions and not very capable of providing personal service for small groups. Meeting room was not set up first day, but staff responded quickly when someone could be found to handle problem. Sleeping rooms are nice and food excellent.	Good location for walking to restaurants, shops, zoo.	Yes
WILLIAMSBURG, VA						
Williamsburg Hospitality House	11/20/80	23	Strategic Planning	Excellent hotel for overnight and meetings. Good service and comfortable meeting room.	Hotel is located across from William and Mary College and next to Colonial Williamsburg.	Yes
	7/12-13/82	16	Strategic Planning	Local people indicated there are other hotels in the area that have better meeting facilities with better service and lower costs. Meeting room was noisy and service was inadequate and impersonal.	Within easy walking distance of Colonial Williamsburg.	Yes

Exhibit E

Examples of Promotional Materials

NCHEMS

National Center for Higher Education Management Systems
P.O. Drawer P/Boulder, Colorado 80302/(303) 447-1980
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MICHAEL J. PELCZAR, JR.
Chairman Emeritus
National Advisory Council
The Graduate School of the United States

July 6, 1982

Dear Colleague:

There have been few times in our history when we have faced as many challenges in higher education as we do today.

It is generally acknowledged that the most serious problems we face in higher education are not those amenable to quick solutions. The most difficult problems yield only to carefully considered strategic plans well executed by capable administrative leadership.

In recognition of this need as part of NCHEMS responsibility for management assistance to higher education, we have developed several seminars dealing with timely, issue-oriented topics that are designed specifically to assist senior-level administrators in colleges and universities in reviewing their long-range planning needs and practices. I want especially to bring to your attention two seminars NCHEMS will be conducting next month in your region.

A two-day seminar on Strategic Planning in the Higher Education Setting will be conducted in Chicago at The Knickerbocker-Chicago Hotel on August 12-13. This seminar is designed to help college and university administrators understand those issues which are fundamental to strategic planning, and it also provides practical guidance for organizing and beginning a strategic planning effort.

A two-day seminar on The Nature and Role of Information for Management in Higher Education will also be conducted in Chicago at The Knickerbocker-Chicago Hotel on August 10-11. This seminar emphasizes linkage between executive-level needs for information and operational-level perceptions of those needs and assesses appropriate management information and ways for improving its availability.

Additional information and registration forms are attached. I think you will find these seminar topics very timely and helpful.

Sincerely,

Ben Lawrence

Ben Lawrence
Executive Director

BL/ls

Attachments

National Center for Higher Education Management Systems

presents a seminar on

Strategic Planning in the Higher Education Setting

Seminar Focus

This is a two-day seminar designed to help college and university administrators increase their understanding of what strategic planning is, why it is important, who should be involved, and how to organize and begin a strategic planning effort. Seminar participants will be exposed to a variety of concepts and techniques to aid in strategic decisionmaking and will be given the opportunity to apply selected concepts through individual and small group work. The seminar will be divided into the following segments.

- Strategic Planning: Concepts and Techniques - - Identification of the strategic decisions that must be made by an institution in order to develop an effective interface with its environment. The types of decisions are discussed in detail, as are the external and internal factors that must be considered during the strategic decisionmaking process. Emphasis is placed on how to relate external opportunities and constraints to internal capabilities and values. Specific aids to strategic decisionmaking are discussed, including matrices to assist in determining program offerings and priorities and environmental screening techniques.

- Exercise in Environmental Analysis - - Opportunity for participants to apply the concepts previously discussed as a part of the overall strategic planning process. This exercise has two phases: individual work and small group work. The exercise is designed to give each participant a greater understanding of the factors to be considered in development of a strategic plan at his or her own institution.

- Case Study in Strategic Planning - - Presentation of a case study of how one institution actually went about defining its program plans and priorities for the future. Participants are exposed to an actual experience in strategic planning, the results of which can be compared to the needs of one's own institution. The case study focuses on the substance of strategic decisions made by the administrators involved and also addresses process-related concerns. An additional case study will then be introduced for the analysis of the basis for priority setting.

- Key Issues Related to Process - - Description of the implementation process and typical problems encountered during strategic planning. Questions of organization are examined, as are issues related to the political and behavioral ramifications of planning and change. The session concludes with a discussion of the action steps necessary to initiate strategic planning in one's own institution.

- Problem-Based Discussion of Actual Planning Issues - - Opportunity for participants to present actual planning issues faced by their own institutions. Feedback from the instructor and other participants will focus on alternative means for addressing these issues. There will also be opportunity for individual discussion with the instructor.

Seminar Leader

The seminar will be conducted by Dr. Robert C. Shirley, Chairman of the Department of Business Administration at Trinity University in San Antonio, Texas. Dr. Shirley has been Director of Planning at both the University of Houston and the State University of New York at Albany and has held full-time faculty appointments at Lousiana State University and Central College (Iowa). He also served as Associate Vice President for Academic Affairs at SUNY-Albany. Additionally, Dr. Shirley has served as a consultant to NCHEMS in several program areas, including the Planning and Financing Program and Management Development Program.

Dr. Shirley is the senior author of Strategy and Policy Formation (John Wiley & Sons), with the second edition released in 1981. He is also the author of several articles on planning that have appeared in the Journal of Higher Education, Academy of Management Journal, Long Range Planning, and other publications.

7/6/82

REGISTRATION FORM

National Center for Higher Education Management Systems

presents a seminar on

Strategic Planning in the Higher Education Setting

Please register me for this two-day seminar on the following dates:

☐	July 12-13, 1982 Williamsburg, VA	Williamsburg Hospitality House (804) 229-4020
☐	July 20-21, 1982 New York, NY	Harley of New York (212) 490-8900
☐	August 12-13, 1982 Chicago, IL	The Knickerbocker-Chicago Hotel (312) 751-8100
☐	Sept. 30 - Oct. 1 Montreal, CANADA	Ritz-Carlton (514) 842-4212
☐	October 28-29, 1982* Nashville, TN	Sheraton-Nashville Hotel (615) 244-0150

**Immediately preceding the annual meeting of the American Association of State Colleges and Universities (AASCU) held in Nashville from October 30 - November 3.*

Lodging Information

You should make your own reservation for overnight accommodations at the hotel listed for the city and date chosen. Reservations should be made 2 to 4 weeks in advance of the seminar date. Please mention that you are attending the National Center for Higher Education Management Systems seminar on Strategic Planning.

EARLY REGISTRATION IS RECOMMENDED!

NOTE: The Seminar begins at 9:00 a.m., preceded by a continental breakfast and registration beginning at 8:15, and ends by 4:00 p.m. on the second day.

Registrant Information

NAME_____ TITLE_____

INSTITUTION_____ PHONE ( )_____

ADDRESS_____

_____

CITY_____ STATE_____ ZIP_____

Registration Fee

Registration fees include all seminar materials, luncheon, and light refreshments. It does not include travel, lodging, or other meals.

☐ I have enclosed $295 for one individual registration.

☐ I have enclosed $275 for one reduced registration for multiple attendees from the same institution.

☐ Payment is being processed for the amount of $_____.

Complete and mail this registration form to

Sheryl Meek
NCHEMS
P.O. Drawer P
Boulder, Colorado 80302
or phone (303) 497-0365

Make checks payable to

NCHEMS

A full refund will be made if a cancellation notice is received (by phone or mail) at least two days prior to the scheduled seminar. Cancellations received after the two-day deadline will be subject to a $55 cancellation fee. If no cancellation notice is received, the registrant is responsible for the full registration fee.

7/6/82

National Center for Higher Education Management Systems

presents a seminar on

The Nature and Role of Information for Management in Higher Education

Seminar Focus

This two-day seminar is designed to help college and university administrators enhance their understanding of fundamental ideas about information and its role in decisionmaking. Emphasis will be placed on the linkage between executive-level needs for information and operational-level perceptions of those needs.

The following areas will be concentrated on in this seminar:

- Nature and Characteristics of Information for Management. In describing the nature of information, emphasis will be given to distinguishing information from data. Data is properly characterized in terms of technical issues such as accuracy and reliability. Information, on the other hand, is best characterized in terms of use and context issues such as timeliness and relevance.

- Role of Information in Management. Two key points will be made in regard to the role of information. First, the specific information needed for management will vary based on how the information is used, which, in turn, is a function of the different decisionmaking styles that can exist within an institution. Second, different types of information are needed for different levels of use. For example, strategic planning functions typically require ad hoc information while operating functions tend to require information that is routinely available.

- Organizational Structure Considerations Relating to Information. Given a better understanding of the nature and role of information, the discussion will then turn to how these concepts can be applied within an institution to improve the availability of appropriate information. Different types of internal organizational structures (including formal and informal reporting lines) will be reviewed. Particular attention will be given to the importance of having individuals within the institution who can serve as information specialists, regardless of title or level.

- Self-Evaluation of Institutional Information Needs and Resources. Time will be devoted to helping seminar participants analyze information needs and information resources within their own institutions. General information needs, current decisionmaking styles, structural capability for producing information, and so forth, will be among the dimensions considered. Activities will include individual work, small group discussion, and interaction with seminar leaders.

Given the broad range of individuals involved in using and producing information at an institution, this seminar will address issues of importance to individuals in executive-level positions as well as immediate support staff and others specifically responsible for providing management information. Thus it would be ideal if institutional teams comprised of key individuals from both executive and support levels could attend this seminar.

Seminar Leaders

Dr. Paul Brinkman is Senior Associate in the Information for Management Program at NCHEMS. Currently he is working in two major areas: the development of measures and indices for assessing trends in institutional diversity and institutional financing, and the analysis of issues and the design of instruments related to interinstitutional comparisons. Prior to joining NCHEMS staff, Dr. Brinkman served in several administrative capacities at the College of St. Benedict (MN), including Director of Planning, Director of Management Information Systems, Title III Coordinator, and Chairman of the Task Force on Reaccreditation. Dr. Brinkman's research and administrative work has resulted in the publishing of several articles on cost analysis and enrollment forecasting.

Dennis Jones, Associate Director of NCHEMS, has served in various capacities at the Center since 1969. Prior to that he was Assistant Vice President for Business and Associate Vice President for Planning at Rensselaer Polytechnic Institute. Mr. Jones is a recognized expert on topics and issues relating to the selection, definition, organization, and use of data for management purposes in the higher-education setting. He has written numerous books, monographs, and articles on this subject. Additionally, he serves as an advisor to state and federal agencies and organizations as well as to individual institutions regarding data base development. Thus Mr. Jones combines a comprehensive conceptual view of data and information systems with a significant amount of practical experience.

Dr. William Tetlow is the Director of the Information for Management Program at NCHEMS. This program researches a broad range of activities intended to improve the availability and usefulness of information to decisionmakers in higher education as well as develop procedures and software for microcomputer analyses basic to higher education management. Prior to joining NCHEMS, Dr. Tetlow was the Director of the Office of Institutional Analysis and Planning, and Associate Professor, at the University of British Columbia in Vancouver, Canada. He was President of the Association for Institutional Research (AIR) in 1981-82, is active on Universities Council of British Columbia Technical Committees and is presently a member of the Canadian Task Force on Costs of University Research.

REGISTRATION FORM

National Center for Higher Education Management Systems

presents a seminar on

The Nature and Role of Information for Management in Higher Education

Please register me for this two-day seminar on the following date:

☐	August 10-11, 1982 Chicago, IL	The Knickerbocker-Chicago Hotel (312) 751-8100
☐	November 8-9, 1982 Dallas, TX	Doubletree Inn at Campbell Centre (214) 691-8700 or (800) 528-0444
☐	November 29-30, 1982 Hilton Head Island, SC	Hyatt on Hilton Head Island (803) 785-1234

Lodging Information

You should make your own reservation for overnight accomodations at the hotel listed for the city and date chosen. Reservations should be made 2 to 4 weeks in advance of the seminar date. Please mention that you are attending the National Center for Higher Education Management Systems seminar on The Nature and Role of Information for Management in Higher Education.

EARLY
REGISTRATION
IS
RECOMMENDED!

Registrant Information

NAME _____ TITLE _____

INSTITUTION _____ PHONE ( ) _____

ADDRESS _____

_____

CITY _____ STATE _____ ZIP _____

Registration Fee

Registration fees include all seminar materials, luncheon, and light refreshments. It does not include travel, lodging, or other meals.

☐ I have enclosed $295 for one individual registration.

☐ I have enclosed $275 for one reduced registration for multiple attendees from the same institution.

☐ Payment is being processed for the amount of $_____.

Complete and mail this registration form to

Sheryl Meek
NCHEMS
P.O. Drawer P
Boulder, Colorado 80302
or phone (303) 497-0365

Make checks payable to

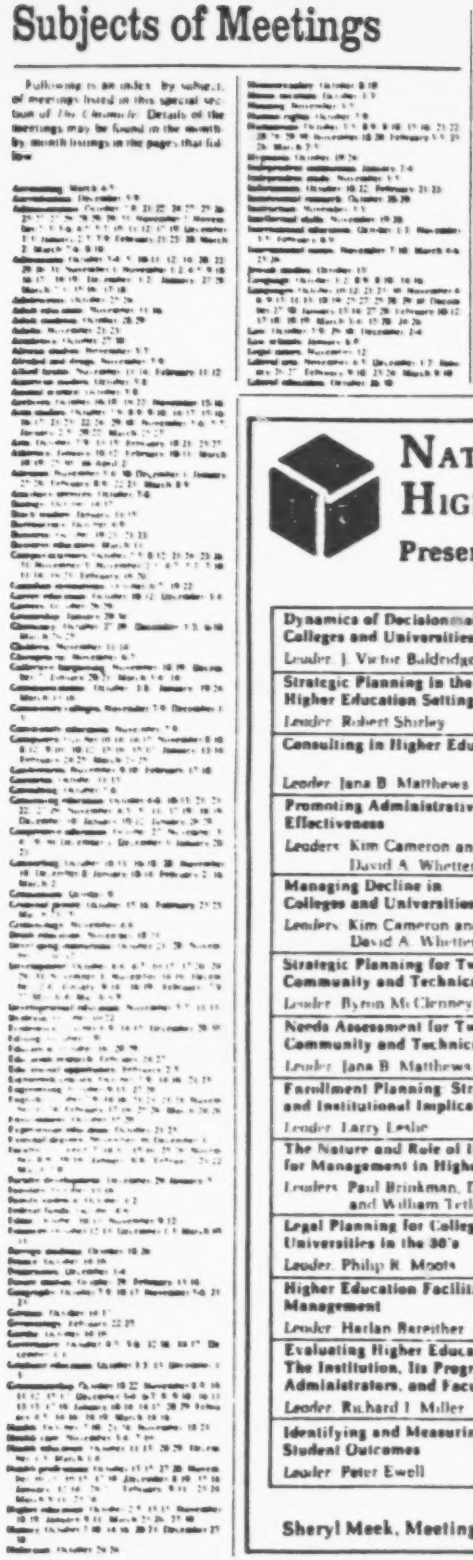
NCHEMS

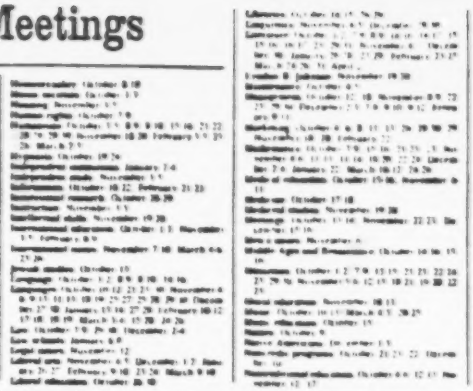
A full refund will be made if a cancellation notice is received (by phone or mail) at least two days prior to the scheduled seminar. Cancellations received after the two-day deadline will be subject to a $55 cancellation fee. If no cancellation notice is received, the registrant is responsible for the full registration fee.

7/6/82

Subjects of Meetings

Following is an index by subject of meetings listed in this special section of *The Chronicle*. Details of the meetings may be found in the month-by-month listings in the pages that follow.





National Center for Higher Education Management Systems

Presents these Seminars for Fall/Winter 1982

	September	October	November	December
Dynamics of Decisionmaking in Colleges and Universities Leader: J. Victor Baldridge	Montreal Sept. 28-29			
Strategic Planning in the Higher Education Setting Leader: Robert Shirley	Montreal Sept. 30-Oct. 1	Nashville Oct. 28-29		
Consulting in Higher Education Leader: Jana B. Matthews		San Francisco Oct. 5-6		
Promoting Administrative Effectiveness Leaders: Kim Cameron and David A. Whetten		San Francisco Oct. 7-8		
Managing Decline in Colleges and Universities Leaders: Kim Cameron and David A. Whetten		Minneapolis Oct. 12		
Strategic Planning for Two-Year Community and Technical Colleges Leader: Byron McClenney		Chicago—Oct. 21 Philadelphia Oct. 22		
Needs Assessment for Two-Year Community and Technical Colleges Leader: Jana B. Matthews		Philadelphia Oct. 25-26		
Enrollment Planning: Strategic Issues and Institutional Implications Leader: Larry Leslie		Chicago Oct. 27-28	Pittsburgh Nov. 18-19	
The Nature and Role of Information for Management in Higher Education Leaders: Paul Brinkman, Dennis Jones, and William Tetlow			Dallas - Nov. 8-9 Hilton Head Island • Nov. 29-30	
Legal Planning for Colleges and Universities in the 80's Leader: Philip R. Moots			Dallas Nov. 10-11	Tampa Dec. 6-7
Higher Education Facilities Management Leader: Harlan Bareither			Atlanta Nov. 22-23	
Evaluating Higher Education: The Institution, Its Programs, Administrators, and Faculty Leader: Richard I. Miller				Tampa Dec. 2-3 Los Angeles Dec. 9-10
Identifying and Measuring Student Outcomes Leader: Peter Ewell				Los Angeles Dec. 7-8

For additional information or to register, contact:
Sheryl Meek, Meeting Coordinator, NCHEMS, P.O. Drawer P, Boulder, CO 80302 (303) 497-0365

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National Center for Higher Education Management Systems
presents a seminar on

PROVIDING INFORMATION FOR MANAGEMENT

Seminar Focus

This two-day seminar is designed to help college and university administrators enhance their understanding of the fundamental issues concerning information and its role in decisionmaking. The seminar will attempt to build linkages between the users of information and those who provide it. By the end of the second day, those in staff roles will have a better understanding of the context within which managers operate, and can begin anticipating and providing the types of information that managers need. Those who are in management positions will have a better understanding of the information support they should be receiving.

In order to achieve these goals, the following topics are addressed:

- *The difference between data and information: definitions and properties*
- *The transformation of data into information: the influence of cognitive and decisionmaking styles*
- *A model to use in the development of a management data base: a checklist of basic management reports*
- *Some considerations in the selection and presentation of data for executive management reports: a case study*
- *External sources of data that might be included in the management data base*
- *Some issues to consider in developing comparative analyses between and among institutions of higher education: basic principles and good practices*
- *A conceptual overview of Decision Support Systems (DSS)*
- *The use of microcomputer DSS models: illustrations and principles*
- *The role of the information specialist: implications for staffing and organizational structures in colleges and universities*

Who Should Attend

This seminar will address issues of importance to presidents, vice presidents and their immediate support staffs, senior staff in the computer center concerned with administrative computing, deans/directors of major units, and others specifically responsible for providing management information. We urge institutional teams comprised of key people at the executive and support levels to attend this seminar together.

Seminar Leaders

Dr. William L. Tetlow is the Director of the Information for Management Program at NCHEMS. This program consists of six major research projects aimed at improving the availability and usefulness of information to decisionmakers in higher education. The newest project, which is Dr. Tetlow's major research interest, is the development of microcomputer-based Decision Support Systems basic to the management of higher-education institutions. Prior to joining NCHEMS, Dr. Tetlow was the Director of the Office of Institutional Analysis and Planning, and Associate Professor of Higher Education, at the University of British Columbia in Vancouver, Canada. Previously, he had been the Director of Institutional Studies at Cornell University. In 1981-82, he was President of the Association for Institutional Research (AIR) and has published several articles on the practice of institutional research.

Dr. Paul T. Brinkman is a Senior Associate in the Information for Management Program at NCHEMS. Currently, he is working in three major areas: statistical cost-estimation techniques, the analysis of issues related to comparative data, and the design of Decision Support Systems for higher-education management. Prior to joining NCHEMS, Dr. Brinkman served on the faculty of St. John's University (MN) and the College of St. Benedict (MN). At St. Benedict's, he also served in the administrative capacities of Director of Planning, Director of Management Information Systems, Title III Coordinator, and Chairman of the Task Force on Reaccreditation. Dr. Brinkman's research and administrative work has resulted in the publishing of several articles on cost analysis and enrollment forecasting.

NCHEMS

Management Services

NCHEMS
P.O. Drawer P
Boulder, Colorado
80302

NCHEMS
MANAGEMENT DEVELOPMENT
PROGRAM

REGISTRATION INFORMATION

Providing Information for Management

This seminar is being offered as follows:

March 17-18, 1983

Back Bay Hilton
Dalton and Belvidere Streets
Boston, MA 02115
(617) 236-1100

Lodging Information

Participants must make their own reservations for overnight accommodations at the hotel. In order to get special room rates, mention that you will be attending this seminar, offered by the National Center for Higher Education Management Systems (NCHEMS).

Hotel reservations should be made at least three weeks in advance of the seminar.

FEE (PER PERSON): $400.00

Most seminars have limited enrollment, so early registration is advised. Seminar may be closed or cancelled — depending on enrollment.

Registrations can be made by phone or mail up to one week before the seminar is offered. NO registrations or cancellations will be accepted after that date. NCHEMS will, however, allow substitutions of persons from the same institution up to forty-eight hours prior to the commencement of the seminar.

The registration fee includes all seminar materials, luncheon(s), and light refreshments. It does not include travel, lodging, or other meals.

ALL FEE PAYMENTS MUST BE RECEIVED BY NCHEMS PRIOR TO THE SEMINAR. NCHEMS WILL ALSO ACCEPT AN OFFICIAL NOTIFICATION THAT THE FEE IS BEING PROCESSED IF THAT NOTIFICATION ARRIVES PRIOR TO THE SEMINAR.

To register, complete the enclosed Master Registration Record and mail to:

Sheryl A. Meek
Meeting Coordinator
NCHEMS Management Development Program
P.O. Drawer P
Boulder, CO 80302

If you have questions, call (303) 497-0365/0375.

MANAGEMENT DEVELOPMENT PROGRAM
TAILORED SEMINARS ON CAMPUS

NCHEMS Management Services include Seminars and Institutes, offered through the Management Development Program, and management consulting assistance, available through the Direct Assistance Program. Seminars and Institutes are offered throughout the year, on advertised dates and at specified locations around the nation. Administrators who prefer to go off-campus and spend one to five days in a concentrated learning situation will find these seminars and institutes of interest.

Other administrators, however, prefer to address issues and solve problems as members of their organization's "management team". Rather than go off-campus, they prefer to have training and educational activities brought to the campus so that they and their colleagues can learn together.

NCHEMS will offer any of the seminars listed below to twenty-five people, on any campus located in the continental United States, for $3,000-$6,000, depending on whether it is a one-day or two-day seminar, with one or two instructors. That price includes the cost of the instructor(s) for the seminar, his/her travel to and from the campus and any per diem expenses incurred while delivering the seminar, and all materials required to teach the seminar. The comparable cost of enrolling 25 people in an NCHEMS two-day, off-campus seminar would be 25 people x $400 or $10,000, plus travel, hotel and per diem expenses for each participant.

There are two reasons why NCHEMS is able to offer the very same seminar for less money: NCHEMS does not advertise and promote a seminar that is offered at a campus and does not have to pay for meeting room expenses. When seminars are offered on-campus, the host institution is responsible for providing the meeting facilities and the appropriate number of participants from their own or nearby institutions.

FOR MORE INFORMATION ABOUT ANY OF THE SEMINARS LISTED BELOW,
CALL SHERYL MEEK: 303-497-0365/0375
NCHEMS/P.O. DRAWER P/BOULDER, COLORADO 80302

IDENTIFYING AND MEASURING STUDENT OUTCOMES

This seminar provides several approaches to defining and measuring different dimensions of student outcomes that result from the college experience. Particular emphasis is placed on the effective integration of student outcomes information with other kinds of management information at a college or university. Ways of using outcomes information to improve institutional programs and decisionmaking are addressed in case studies.
2 days/1 instructor/$4000

ENROLLMENT PLANNING: STRATEGIC ISSUES AND INSTITUTIONAL IMPLICATIONS

This seminar helps administrators understand the issues involved in enrollment planning. National and local demographic trends are discussed and interpreted. Alternative strategies and responses are described, and participants begin to develop strategies that are appropriate for their particular institution.
2 days/1 instructor/$4000

STRATEGIC PLANNING IN THE HIGHER-EDUCATION SETTING

This seminar focuses on the process of strategic planning, why it is important, who should be involved, and how to organize and carry out a strategic effort. Basic concepts are defined, techniques are described, and case examples help participants understand how to initiate strategic planning efforts at their institution.
2 days/1 instructor/$4000

STRATEGIC MANAGEMENT FOR SMALL PRIVATE INSTITUTIONS

This seminar helps top administrators set priorities and establish criteria for major institutional policy decisions. The focus is on enhancing the unique identity of the college while also attending to the changing, often conflicting, needs of the constituents of the college. Although the major concepts are generally applicable to any private institution, the seminar is designed specifically for private colleges with fewer than 3000 students.
2 days/1 instructor/$4000

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STRATEGIC PLANNING FOR TWO-YEAR COMMUNITY AND TECHNICAL COLLEGES

This seminar addresses the issue of strategic planning — process, organization, and implementation — with a special focus on the two-year institution. Definition of concepts and techniques combined with case studies enable the participants to understand and initiate strategic planning at their institution.
2 days/1 instructor/$4000

PROVIDING INFORMATION FOR MANAGEMENT

This seminar focuses on the process of selecting and transforming data to create information that is responsive to the specific needs, styles, and strategies of different decision-makers. Participants learn how microcomputers can be used to provide useful information for management.
2 days/2 instructors/$6000

LEGAL PLANNING FOR COLLEGES AND UNIVERSITIES IN THE 80's

This seminar is designed to help administrators understand the variety of legal issues confronting higher-education institutions. Participants will learn how to respond to legal challenges initiated by individuals and regulatory agencies, and how to prevent legal problems through careful planning.
2 days/1 instructor/$4000

LINKING BUDGETING WITH PLANNING

Many institutions engage in a planning process that results in useful plans for individual departments, schools and colleges. Institutional budgets are often developed, however, with little reference to those plans. Those involved in the planning process find this frustrating. This seminar deals with the common causes of the mismatch between the budget and institutional plans. Several issues will be addressed, including how to structure decisionmaking, how to apply rational principles of planning and decisionmaking to the individual and collective processes, and how to bring plans and budgets into alignment.
2 days/2 instructors/$6000

MANAGING DECLINE IN COLLEGES AND UNIVERSITIES

This seminar addresses the types and patterns of decline faced by colleges and universities. Those who attend will gain an understanding of the major obstacles to the management of decline and will learn how to manage institutional entrenchment more effectively.
1 day/1 instructor/$3000

HIGHER-EDUCATION FACILITIES MANAGEMENT

This seminar is designed for those who have major responsibilities for managing the physical plant. The physical plant is treated as a major asset of the institution; guidelines for assessing and improving space utilization are suggested; budgeting options are discussed.
2 days/1 instructor/$4000

PROMOTING ADMINISTRATIVE EFFECTIVENESS

This seminar is designed to help managers develop and improve their administrative skills. Issues addressed include: managing differences between individuals and groups; time and stress management; effective communication and interpersonal problem-solving; delegation and decisionmaking; improving employee performance through motivation; and creative problem-solving.
2 days/1 instructor/$4000

ASSESSING THE NEEDS OF INDUSTRY: ISSUES AND STRATEGIES

This seminar provides administrators with a better understanding of the relationship between higher education and industry, and why it is important to be concerned about the educational programs and services that local industries need. Alternative strategies for conducting needs assessments will be discussed, and case studies will indicate how that information can be used in decisionmaking.
2 days/1 instructor/$4000

NEEDS ASSESSMENT AND STRATEGIC PLANNING FOR TWO-YEAR COMMUNITY AND TECHNICAL COLLEGES

This seminar is designed to help administrators at two-year institutions assess the needs of their constituencies, the external factors affecting their institution, the institution's strengths and weaknesses, and develop a strategic plan for their institution. Various types of needs assessments will be discussed, the costs and benefits of each method will be outlined, and the use of information collected from the needs assessment will be described. In addition, the strategic planning process and the specific tasks and activities associated with such a process will be detailed. Case studies as well as concepts and techniques will enable participants to undertake needs assessment activities and initiate strategic planning at their own institution.
2 days/2 instructors/$6000

ASSESSING AND IMPROVING INSTITUTIONAL EFFECTIVENESS

This seminar helps administrators learn how to assess and improve their own institution's effectiveness. The results of seven years of research on organizational effectiveness are incorporated into the seminar. Case studies of effective and ineffective institutions are provided. A procedure for identifying institutional strengths and weaknesses and for improving institutional performance on several dimensions is presented. Successful strategies found to improve effectiveness are outlined.
2 days/1 instructor/$4000

EXHIBIT F

SUMMARY OF RESPONSE RATE TO PROMOTIONAL PIECES MAILED

Exhibit F

Management Development Program

Summary of Response Rate to Promotional Pieces Mailed (a)

		# General Audience Seminars/Institutes (b)				Registrants			
	# Topics	# Scheduled	# Cancelled	% Cancelled	# Held	# Final Registrants	Ave # Per Sem	# Letters Mailed	Ratio Registrants to Letters
Fall, 1980	1	7	0	0%	7	165	24	7,200	2.3%
Winter/Spring, 1981	1	7	0	0%	7	172	24	7,657	2.2%
Fall, 1981	3	11	2	18%	9	222	25	14,588	1.5%
Winter/Spring, 1982	11	23	9	39%	14	250	18	12,000	2.1%
Summer/Fall, 1982	13	26	7	27%	19	311	12	12,000	2.6%
Winter/Spring, 1983	10	15	11	73%	4	63	16	7,613(c)	0.8%
Summer/Fall, 1983	12	14	4	39%	10	111	11	5,515	2.0%
Winter/Spring, 1984	7	9	5	56%	4	62	16	2,213	2.8%
Summer/Fall, 1984	6	15	3	20%	12	230	19	15,362	1.5%

(a) There were also ads in The Chronicle and in NCHEMS Newsletter each quarter and sometimes in other newsletters.

(b) There were also the following on-campus seminars held. Some of the contracts for these on-campus seminars resulted from general promotional mailings, but primarily, however, they resulted from the interest of a given participant at a general audience seminar.

1982 1 on-campus seminar conducted
1983 8 on-campus seminars conducted
1984 9 on-campus seminars conducted

(c) A large mailing to 13,280 people dated January, 1983 was mailed bulk mail and received too late to be effective. Additionally, the letter did not contain registration information. So that count has been excluded from the number of letters mailed.

Exhibit G

SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Fall, 1980
Winter/Spring, 1981
Fall, 1981
Winter/Spring, 1982
Summer/Fall, 1982
Winter/Spring, 1983
Summer/Fall, 1983
Winter/Spring/Summer, 1984
Fall, 1984

SUMMARY OF SEMINAR REGISTRATION RESPONSES

BY SOURCE OF PROMOTIONAL ACTIVITY

SEMINAR: Strategic Planning — Fall, 1980

Date	Location	Promotional Source: August Letter 8/19/80 (a)	Chron. Ad 9/2/80 (b)	Brochure (c)	Other (d)	Total Responses (e)	Final # Participants
9/25/80	Dulles	5	5		2	12	10
9/26/80	Philadelphia	7	4		2	13	12
10/10/80	Chicago	28	3			31	32
10/30/80	Newark, NJ	23	3	7	2	35	29
10/31/80	Boston	21	3	4	2	30	36
11/20/80	Williamsburg	14	1	6	2	23	23
11/21/80	Atlanta	10		8	3	21	23
	Total Number	108	19	25	13	165	165
	Percentage	65.5	11.5	15.1	7.9	100.0	

(a) Due to bulk mailing of promotional letter dated 8/19/80, many people did not receive the letter until third or fourth week in September. Letter was mailed to presidents and vice presidents of all institutions.

(b) Ad was published in the September 2, 1980, issue of The Chronicle of Higher Education.

(c) Brochure was not published until September 23. It was then mailed to 8,194 people--NCHEMS full mailing list (excluding the equity category). The brochure was also distributed at three national meetings: ACE in early October, AASCU in November at Williamsburg, and CAUSE in December. (The brochure includes two seminars yet to occur in February.)

(d) Other sources generally involve word of mouth.

(e) Some who responded to promotional activities may have had to cancel before the seminar and were not included in the final number of participants. On the other hand, some people walk in and register on the day of the seminar and no information is available about the source by which they heard of the seminar. So, total responses and total number of final participants are not always equal.

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SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

SEMINAR: Strategic Planning

PERIOD: Winter/Spring 1981

Date	Location	PROMOTIONAL SOURCE										Final # Particip.
		Letter from B. Lawrence			Chronicle Ad		Brochure		NCHEMS Nwsltr (h)	Other	Tot. Resp. (i)	
		8/19/80 (a)	1/9/81 (b)	1/22/81 (c)	9/2/80 (d)	1/19/81 (e)	Fall 80 (f)	Spr 81 (g)				
2/12/81	San Francisco	5	8	N/A	1	0	11	0	3	3	31	25
2/13/81	Los Angeles	8	6	N/A	0	5	9	0	0	4	32	29
3/3/81	Washington, D.C.	N/A	0	18	N/A	9	N/A	0	N/A	4	31	30
4/9/81	New Orleans	N/A	0	14	N/A	0	N/A	2	N/A	1	17	12
4/10/81	San Antonio	N/A	1	19	N/A	3	N/A	2	N/A	0	25	20
6/4/81	St. Louis	N/A	N/A	14	N/A	N/A	N/A	5	N/A	1	20	18
6/5/81	Chicago	N/A	N/A	29	N/A	N/A	N/A	8	N/A	0	37	33
	Subtotal	13	15	94	1	17	20	17				
	TOTAL	122			18		37		3	13	193	167
	Percentage	63.2			9.3		19.2		1.6	6.7	100.0	

(a) The mailing on 8/19/80 was sent to all presidents and selected other titles of all institutions re seminars to be held in the fall of 1980 and the two in February 1981.

(b) The mailing on 1/9/81 was sent to all presidents and selected other titles for all institutions in the West (CA, OR, WA, ID, MT, WY, UT, CO, and AZ) re seminars to be held in February thru April. (June seminars were not scheduled then.)

(c) The mailing on 1/22/81 was sent to all presidents and selected other titles for all institutions in all states except the West (as listed in preceeding note) re seminars to be held in March thru June.

(d) The Chronicle Ad of 9/2/80 covered all seminars in the fall of 80 and the two seminars in February 1981.

(e) The Chronicle Ad of 1/19/81 covered the seminars scheduled for February thru March.

(f) The brochure done in the fall of 1980 also covered the seminars [illegible]uled for February 1981.

(g) A brochure was published in February, 1981, that covered seminars scheduled in March thru June. It was distributed at three annual association meetings (ASHE/March 3-4, AAHE/March 4-6, and AIR/May 17-21). It was also used in three separate regional mailings prior to seminars at New Orleans (April 9), San Antonio (April 10), and St. Louis and Chicago (June 4 and 5).

(h) The NCHEMS Newsletter for winter was distributed around January 9, 1981, to approximately 20,000 individuals. It only advertised the two seminars in February, 1981.

(i) This column represents total responses by all promotional activities regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day of the seminar and no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not always equal.

SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

PERIOD: Fall 1981

Date	Location	PROMOTIONAL SOURCE: Letter from B. Lawrence (a)	Chronicle Ad 9/8/81	Information Sheets (b)	NCHEMS Sum Newsltr Sept. 81	Other	Total Responses (c)	Final # Participants
SEMINAR: Strategic Planning								
9/24/81	Detroit	4	2			0	6	Cancelled
9/25/81	New York	23	2			3	28	27
10/12/81	Lexington, KY	26	1			1	28	28
10/13/81	Washington, DC	22	1			1	24	23
11/19/81	Raleigh, NC	33	0			0	33	30
11/20/81	Tampa	22	1			1	24	22
SEMINAR: Evaluating Higher Ed								
9/17-18/81	San Francisco	16	2			0	18	18
10/22-23/81	Chicago	24	2			1	27	23
11/12-13/81	Boston	24	1			0	25	22
SEMINAR: Legal Planning								
9/21/81	San Francisco	9	0			0	9	Cancelled
11/16/81	Boston	32	2			1	35	30
	TOTAL	235	14			8	257	223
	PERCENTAGE	91%	6%			3%	100%	

Notes follow on next page.

Summary of Seminar Registration Responses By Source of Promotional Activity
Fall, 1981

NOTES

(a) A major mailing promoting all three seminars was sent August 16, 1981 to 11,437 people. The same letter was sent September 3 to 28 selected accrediting and other national organizations (primarily to promote the evaluation seminar, although the other seminars were also listed). The same letter was sent September 4 to 174 Deans of Arts & Sciences, Education, and Law in California, Oregon, and Nevada (primarily to promote the two September seminars in San Francisco on Evaluation and Legal Planning).

Mailings to promote specific seminars were mailed as follows:

- Special letter mailed on September 4 to counselors in California, Oregon, Washington, Nevada, and Arizona regarding Legal Planning seminar in San Francisco in September.
- Special reminder letter mailed in mid October (to usual titles used in major mailings) to Virginia, North Carolina, South Carolina, Tennessee, Georgia, Florida, and Alabama regarding Strategic Planning seminar in Raleigh and Tampa in November.
- Special letter sent in mid October to Deans of Arts & Sciences and Education in Massachusetts, New York, Connecticut, Rhode Island, Vermont, New Hampshire, Maine, and Pennsylvania regarding Evaluation seminar in Boston in November.
- Special letter sent in late October to Deans of Law Schools and Counselors in Massachusetts, New York, Connecticut, Rhode Island, Vermont, New Hampshire, Maine, and Pennsylvania regarding Legal Planning seminar in Boston in November.

(b) The sheets used as attachments to the Lawrence cover letter of August, which described each seminar and provided a registration form, were combined with a cover sheet that just listed the fall seminars. About 150 copies were made and some were distributed at a couple of association meetings in early October.

(c) The total responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day of the seminar and no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not always equal.

SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Winter/Spring 1982

Seminar Topics / Date / Location	Letters from Ben Lawrence (a)							Chronicle Ads				Other Newspaper Ads			Unknown or Other Source	Total Responses	Final # of Participants
	12/28/81 (5,352)	12/28/81 (1,236)	01/29/82 (13,402)	03/09/82 (443)	04/01/82 (253)	04/09/82 (1,767) W. Coast	04/09/82 (4,078) E. Coast	01/13/82	01/20/82	03/17/82	04/07/82	Honolulu Newspaper Ad	U of HI Newspaper Ad	Boston Globe Ad			
	(a-1)	(a-2)	(a-3)	(a-4)	(a-5)	(a-6)	(a-7)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	
SEMINAR: *Strategic Planning*																	
3/9/82 Phoenix, AZ			5													5	Cancelled
4/26/82 Minneapolis, MN			12						1		1				3	17	17
4/27/82 Tulsa, OK			4												6	10	Cancelled
5/10-11/82 San Francisco						14					1				3	18	14
5/24-25/82 Boston, MA							16									16	16
SEMINAR: *Enrollment Plng*																	
3/10-11/82 Phoenix, AZ			2						1							3	Cancelled
3/24-25/82 New York City			17												1	18	17
4/3-4/82 St. Louis, MO			6												2	8	Cancelled
4/28-29/82 Tulsa, OK			2												1	3	Cancelled
5/12-13/82 Washington, DC			12				4		1		6				8	31	28
SEMINAR: *Legal Planning*																	
2/2-3/82 Washington, DC	12														1	13	12
3/29-30/82 Chicago, IL			19													19	18
5/3-4/82 San Francisco			8			1					2				7	18	16
SEMINAR: *Evaluating High Ed*																	
2/4-5/82 Honolulu, HI		14							1			1				16	16
4/22-23/82 Louisville, KY		10	2												1	13	11
5/6-7/82 Washington, DC		4	2						1		8				4	19	15
SEMINAR: *Dynamics of Decisionmaking*																	
2/1-2/82 Honolulu, HI		6							1						1	8	8
3/1-2/82 Washington, DC			1												1	2	Cancelled
4/1-2/82 Seattle, WA		5	5													10	Cancelled
4/5-6/82 Los Angeles, CA			2													2	Cancelled
SEMINAR: *Nature & Role of Information*																	
5/10-11/82 Washington, DC			14				10		1		2				6	33	32
SEMINAR: *Improving Adm. Effectiveness*																	
3/29-30/82 Honolulu, HI			5													5	Cancelled
5/20-21/82 Boston, MA			13				16		1						7	37	30
Subtotal	12	39	131			15	46		8		20	1			52	324	
Total	243							28				1			52	324	250
Percentage	75.0%							8.6%				.3%			16.1%	100%	

Note: There were 23 seminars scheduled, 9 cancelled, and 14 held from February through May, 1982. The average number of responses received per seminar for the 23 scheduled was 14, and the average number of participants per seminar for the 14 held was 18.

See the following two pages for other notes.

Summary of Seminar Registration Responses
By Source of Promotional Activity
Winter/Spring 1982

Notes

(a) Seven letters were sent out under Ben Lawrence's signature for winter/Spring, 1982. These included one major mailing (1/29/82) and six special promotions.

(a-1) The 12/28/81 mailing was sent to all presidents and selected other titles in independent (private) institutions in all states (5,352 letters) re the Legal Planning seminar held in Washington, D.C. on 2/2-3/82.

(a-2) The 12/28/81 letter pertained to two seminars (Dynamics of Decisionmaking and Evaluating Higher Education) held in Honolulu, HI on 2/1-2/82 and 2/4-5/82. The letter was sent to all presidents and selected other titles for all institutions in HI, CA, OR, and AK (1,236 letters).

(a-3) The 1/29/82 letter was sent to all presidents and selected other titles for all institutions in all states and to the Program's own Dissemination Mailing List (968 people) re seminars held from February through May 1982, excluding the two Strategic Planning seminars held in May which were scheduled after this mailing (13,402 letters).

(a-4) The 3/9/82 letter was sent to counselors in the midwestern region from a mailing list provided by NACUA re the Legal Planning seminar held in Chicago on 3/29-30/82 (443 letters).

(a-5) The 4/1/82 letter was sent to counselors in the west coast region from a mailing list provided by NACUA re the Legal Planning seminar held in San Francisco on 5/3-4/82 (253 letters).

(a-6) The 4/9/82 West coast letter pertained to two seminars (Legal Planning and Strategic Planning) held in San Francisco on 5/3-4/82 and 5/10-11/82. The letter was sent to all presidents, deans of law, and selected other titles in all institutions in AK, AZ, CA, CO, ID, MT, NV, OR, UT, WA, and WY (1,767 letters). Note: This was the first advertising for the San Francisco Strategic Planning seminar scheduled after the large 1/29/82 mailing.

(a-7) The 4/9/82 East coast letter pertained to five seminars (Evaluation, Information for Management, Enrollment Planning, Administrative Effectiveness, and Strategic Planning) held in Washington, D.C. and Boston in May, 1982. The letter was sent to all presidents and selected other titles in all institutions in CT, DE, DC, ME, MD, MA, NH, NY, NC, PA, RI, VT, VA, and WV (4,078 letters). Note: This was the first advertising for the Boston Strategic Planning seminar scheduled after the large 1/19/82 mailing.

Notes

(Continued)

(b) The first Chronicle ad (responses coded C-1) of 1/13/82 covered three seminars held the first week of February, 1982: Dynamics of Decisionmaking and Evaluating Higher education held in Honolulu, HI and Legal Planning held in Washington, D.C.

(c) The second Chronicle ad (responses coded C-2) of 1/20/82 covered the Winter/Spring 1982 seminar schedule (excluding the two Strategic Planning seminars held in May which were scheduled after this ad was placed).

(d) The third Chronicle ad (responses coded C-3) of 3/17/82 covered the Enrollment Planning seminars: NYC (3/24-25/82); St. Louis (4/3-4/820); Tulsa (4/28-29/82); and Washington, D.C. (5/12-13/820.

(e) The fourth Chronicle ad (responses coded C-4) of 4/7/82 covered the seminars scheduled from April 26 through July 21.

(f) The Honolulu Advertiser (1/5/82) and Honolulu Star-Bulletin (1/6/82) ads covered the two seminars held in Honolulu in February, 1982 (Dynamics of Decisionmaking on 2/1-2/82 and Evaluating Higher Education on 2/4-5/82).

(g) The Ka Leo o Hawaii (University of HI newspaper) ad covered the Improving Administrative Effectiveness seminar held in Honolulu on 3/29-30/82.

(h) The Boston Globe ad covered the Improving Administrative Effectivenss seminar held in Boston on 5/20-21/82.

(i) Unknown sources may include walk-ins or phone-ins from secretaries who do not know how the person they are registering heard about the seminar. Other sources generally involve word-of-mouth.

(j) The Total Responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activites may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminar is held; thus, no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not usually equal. In fact, the total responses column is usually higher than the final number of participants.

SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Summer/Fall, 1982

SEMINAR TOPICS		PROMOTIONAL SOURCE												
		Letters from Ben Lawrence (a)								Chronicle Ads (b)				
Date	Location	05/07/82 (11,848) (a-1)	06/25/82 (2,290) (a-2)	07/06/82 (2,496) (a-3)	08/13/82 (11,808) (a-4)	08/26/82 (260) (a-5)	10/22/82 (1,065) (a-6)	10/29/82 (SE Reg.) (3,005) (a-7)	10/29/82 (LA Reg.) (1,953) (a-8)	07/07/82 (b-1)	09/08/82 (b-2)	Unknown or Other Sources (c)	TOTAL RESPONSES (d)	FINAL # REGISTRANTS
SEMINAR:Strategic Planning														
7/12-13/82	Williamsburg, VA	31 (8)										14 (8)	45	16
7/20-21/82	New York, NY	28 (10)	3 (3)									9 (7)	44	22
8/12-13/82	Chicago, IL	30 (13)		14 (5)						4 (2)		9 (7)	44	22
9/30/-10/1/82	Montreal, Canada	24 (3)	1 (1)		4 (4)	4 (4)				4 (1)		2 (1)	50	28
10/28-29/82	Nashville, TN	45 (5)		2 (2)	12 (11)						4 (2)	3 (2)	40	16
12/13-14/82	Los Angeles, CA				1 (1)				4 (4)		7 (2)	2 (2)	60	22
Other (e)		40			3								5	Canc.(5)
SEMINAR:Enrollment Planning										1	12	19	75	
10/27-28/82	Chicago, IL	59 (3)			10 (9)					1	6	3 (2)	79	14
11/18-19/82	Pittsburgh, PA	38 (8)			5 (5)						4 (1)	6 (4)	53	18
Other (e)		63			2						11	10	66	
SEMINAR:Legal Planning														
7/22-23/82	New York, NY	15 (2)	1 (1)									1	17	Canc.(3)
11/10-11/82	Dallas, TX	24			6 (6)		4 (4)				2	1	37	10
12/6-7/82	Tampa, FL	29 (1)			4 (4)			1 (1)			5	3	37	Canc.(6)
Other (e)		26									10	10	46	
SEMINAR:Evaluating Higher Ed.														
12/2-3/82	Tampa, FL	64 (2)			7 (7)						6 (1)	6 (3)	83	13
12/9-10/82	Los Angeles, CA	39 (1)			6 (6)				1 (1)		4 (3)	3 (1)	53	12
Other (e)		42									11	13	66	
SEMINAR:Decisionmaking														
9/20-29/82	Montreal Canada	78			3 (3)	1 (1)					13	14 (4)	109	Canc.(8)
SEMINAR:Role of Information														
8/10-11/82	Chicago, IL	36 (3)		7 (7)						4 (3)		1 (3)	48	16
11/8-9/82	Dallas, TX	25 (4)			6 (5)		6 (6)				6 (1)	1 (1)	44	17
11/29-30/82	Hilton Head, SC	40 (2)		1 (1)	8 (8)		3 (3)	7 (7)			3	5 (1)	67	22
Other (e)		40								2	11	12	65	
SEMINAR:Admin. Effectiveness														
7/14-15/82	Williamsburgh, VA	46 (5)										3 (1)	49	Canc.(6)
10/7-8/82	San Francisco, CA	53 (3)	4 (4)		7 (5)						13	3	80	12
Other (e)		51									8	12	71	
SEMINAR:Consulting in Higher Ed.														
10/5-6/82	San Francisco, CA	56 (4)			2 (1)			1 (1)			19	13	91	Canc.(6)
SEMINAR:Managing Decline														
10/12/82	Minneapolis, MN	76 (4)			13 (11)					2	13	15	119	13
SEMINAR:2-Yr. Strategic Planning														
10/21/82	Chicago, IL	37 (3)			1 (1)					1	3		42	Canc.(8)
10/22/82	Philadelphia, PA	34 (3)			2 (2)						4 (2)	2 (2)	42	9
Other (e)		92									9	13	64	
SEMINAR:Needs Assessment														
10/25-26/82	Philadelphia, PA	65 (7)			8 (8)						14	17 (6)	104	21
SEMINAR:Facilities Management														
11/22-23/82	Atlanta, GA	56 (2)			12 (10)			4 (3)			11	13 (1)	96	16
SEMINAR:Student Outcomes														
12/7-8/82	Los Angeles, CA	51			6 (5)			5 (5)			13	16 (2)	91	12
SUBTOTAL		1,358 (96)	9 (9)	24 (23)	120 (112)	5 (5)	13 (13)	10 (10)	5 (5)	19 (6)	222 (12)	245 (51)	2,046	311
Percentage		66.4%	0.4%	1.2%	6.1%	0.2%	0.6%	0.9%	0.2%	0.9%	10.9%	12.0%	100%	
TOTAL (*)					1,560	(280)				241	(18)	245 (51)	2,046	LESS: 149
Percentage					76.2%	(0%.2%)				11.8%	(5.2%)	12.0% (14.6%)	100%	100%

*Note: Numbers in brackets indicate actual registrants.
See following pages for notes.

BEST COPY AVAILABLE

SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Summer/Fall 1982

NOTES

(a) Ten mailings were sent out under Ben Lawrence's signature for summer/fall, 1982. These include two major mailings (5/7/82 and 8/13/82) and eight special promotions. The 5/7/82 mailing was the only mailing that did not include registration forms but included "request for information" forms instead.

A letter was sent on 10/11/82 pertaining to 1 seminar (Strategic Planning) that was held in Nashville, TN on 10/28-29/82. This letter was sent to 380 members of the American Association of State Colleges and Universities (AASCU), whose annual meeting followed in Nashville on 10/30-11/3/82. No responses were received to this letter.

A letter was sent on 10/27/82 pertaining to 1 seminar (Information for Management) held on Hilton Head Island, SC on 12/29-30/82. The letter was sent to 49 selected individuals attending the CAUSE meeting, which followed this seminar on 11/30-12/3/82 at Hilton Head. No responses were received to this letter.

(a-1) The 5/7/82 letter was sent to all presidents and selected other titles for all institutions in all states and to the Program's own Dissemination Mailing List re seminars held summer/fall, 1982. Attachments included a schedule and brief description of seminars; request for information form; description of Management Development Program; information on the availability of tailored seminar presentations; information re the institutional planning tailored seminar, and information re the 5-day management institute. No actual registration forms were included; they were sent when the request for information forms were received. (Note: 200 copies of the letter and attachments were also sent to the AIR conference and 75 to the meeting of the Southern Association of Institutional Research, but these counts are not included in the total count.)

(a-2) The 6/25/82 letter pertained to 2 seminars (Strategic Planning and Legal Planning) held in New York City on 7/20-21/82 and 7/22-23/82. The letter was sent to all presidents and selected other titles for institutions in PA, NY, CT, RI, and MA.

(a-3) The 7/6/82 letter pertained to 2 seminars (Strategic Planning and The Nature and Role of Information held in Chicago, IL on 8/12-13/82 and 8/10-11/81. The letter was sent to all presidents and selected other titles for institutions in IL, IN, IA, MN, MO, OH, and WI.

(a-4) The 8/13/82 letter was sent to all presidents and selected other titles for all institutions in all states and to the Program's own Dissemination Mailing List (approx. 1,000) re seminars held from the end of September through December 1982 (13 topics).

(a-5) The 8/26/82 letter pertained to 2 seminars (Dynamics of Decisionmaking and Strategic Planning) held in Montreal, Canada on 9/28-29/82 and 9/30/-10/1/82. The letter was sent to all presidents, chancellors and selected other titles for all institutions in Canada (list derived from the Commonwealth Universities Yearbook 1982).

(a-6) The 10/22/82 letter pertained to 2 seminars (Information for Management and Legal Planning) held in Dallas, TX on 11/8-9/82 and 11/10-11/82. The letter was sent to all presidents and selected other titles for all institutions in AR, LA, OK, and TX.

(a-7) The 10/29/82 Southeastern Region letter pertained to 4 seminars (Higher-Education Facilities Management, The Nature and Role of Information, Evaluating Higher Education, and Legal Planning) held in Atlanta (11/22-23/82), Hilton Head Island (11/29-30/82), and Tampa 12/2-3/82 and 12/6-7/82).

(a-8) The 10/29/82 LA Region letter pertained to 3 seminars (Student Outcomes, Evaluating Higher Education, and Strategic Planning) held in Los Angeles, CA on 12/7-8/82, 12/9-10/82, and 12/13-14/82. The letter was sent to all presidents and selected other titles for all institutions in AZ, CA, NV, OR, and WA. This letter was also sent to 20 participants of a Student Outcomes Information Services (SOIS) workshop held in San Francisco, CA, on 12/3/79.

(b) In addition to Chronicle ads, there were also ads placed in two student newspapers as follows. These ads received no responses.

The Spartan (Stanford University Campus Newspaper) ad (9/30/82) covered the Promoting Administrative Effectiveness seminar held in San Francisco on 10/7-8/82.

The Stanford Daily ad (10/4/82) covered the Promoting Administrative Effectiveness seminar held in San Francisco on 10/7-8/1982.

(b-1) The fifth Chronicle ad of the year (responses coded C-5) of 7/7/82 covered the summer, 1982 seminar schedule.

(b-2) The sixth Chronicle ad of the year (responses coded C-6) of 9/8/82 covered the fall, 1982 seminars schedule.

(c) Unknown sources may include walk-ins or phone-ins from secretaries (who do not know how the person they are registering heard about the seminar.) Other sources generally involve word-of-mouth.

(d) The Total Responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminars is held; thus, no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not usually equal. In fact, the total responses column is usually higher than the final number of registrants. The numbers in parentheses in each column indicate actual registrants and do total to the final number of registrants, including 38 registrants for seminars eventually cancelled due to low attendance.

(e) The "other" column indicates respondants wanting information about a topic in general rather than responding to a specific date or location.

(f) in summer/fall, 1982, there were 26 seminars scheduled, of which seven were cancelled and 19 held. The average number of responses received per seminar for the 26 seminars scheduled was 79. The average number of participants for the 19 seminars held was 16.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Winter/Spring, 1983

SEMINAR TOPICS		PROMOTIONAL SOURCE																							
		Letters												Chronicle Ads				NCHERS Newsletter Mar '84 (c)		Administrator Ad 01/17/83 (d)		Unknown or Other Sources (e)		TOTAL RESPONSES (f)	FINAL REGISTRANTS
Date	Location	01/19/83 (16,475) (a-1)		02/22/83 (2,122) (a-2)		03/07/83 (807) (a-3)		03/10/83 (216) (a-4)		03/21/83 (1,273) (a-5)		01/05/83 (b-1)		03/23/83 (b-2)											
STRATEGIC PLANNING																									
3/3-4/83	Atlanta, GA	37	(1)									10	(2)	2		10		3		1	(1)	63	Canc. (4)
3/31-4/1/83	Boston, MA	27	(7)									13	(6)	3		9	(1)	1		5	(3)	58	17
STUDENT OUTCOMES																									
2/28-3/1/83	Atlanta, GA	24	(2)									4	(4)	1		6	(1)					35	Canc. (7)
4/4-5/83	Boston, MA	26	(12)									13	(2)	1	(1)	5				2	(2)	47	17
ENROLLMENT PLANNING																									
3/2/83	Atlanta, GA	26	(1)									8	(3)	1		5				2	(1)	42	Canc. (5)
3/23-24/83	Boston, MA	20	(1)									6	(2)	1		4				1	(1)	32	Canc. (4)
PROVIDING INFORMATION FOR MANAGEMENT																									
3/17-18/83	Boston, MA	40	(6)									11	(1)	1		10						62	Canc. (7)
LEGAL PLANNING																									
3/21-22/83	Boston, MA	13	(1)									5	(1)			3				2	(2)	23	Canc. (4)
FACILITIES MANAGEMENT																									
3/23-24/83	Boston, MA	16	(3)									11		1		2						30	Canc. (3)
5/17-18/83	Chicago, IL	12	(5)									7		2		2						23	Canc. (5)
MANAGING DECLINE																									
3/24/83	Washington, DC	25										5				3		1				34	Canc. 0
4/4/83	Chicago, IL	24	(2)									5		1						1		31	Canc. (2)
PROMOTING ADMINISTRATIVE EFFECTIVENES																									
4/5-6/83	Chicago, IL	61	(6)									17	(2)	2		14	(1)	3		5	(1)	102	10
NEEDS ASSESS/STRAT PLAN 2-YEAR COLL																									
4/27/83	New Orleans, LA	41	(6)							10	(10)	10				2	(1)			2	(2)	65	19
* ASSESSING NEEDS OF INDUSTRY																									
4/7-8/83	Chicago, IL	25	(1)									3		3		3		1				35	Canc. (1)
SUBTOTAL		417	(54)	0	0	0	0	0	0	10	(10)	128	(23)	19	(1)	78	(4)	9	0	21	(13)	682	63
Percentage		61.1%		0%		0%		0%		1.5%		18.8%		2.8%		11.4%		1.3%		3.1%		100%	
TOTAL (g)		(----------		427		(64)		----------		---------)		(------		147	(24)	------)		78	(4)	9	0	21	(13)	682	Canc. (42) 105
Percentage				62.6%		(61%)								21.6%	(22.9%)			11.4%	(3.8%)	1.3%	(0%)	3.1%	(12.4%)	100%	100%

* Non NIE Seminars
See following pages for notes.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY
Winter/Spring, 1983

Notes

(a-1) A letter dated 1/19/83 and addressed to colleagues was sent to 16,475 individuals with selected titles (Chief Executive Officer, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Director of Information Systems, Chief Planning Officer, and Chief Student Life Officer) in all institutions in all states. This letter promoted the management institute, availability of on-campus seminars, and eighteen scheduled seminars on ten topics (Student Outcomes, Enrollment Planning, Strategic Planning in the Higher-Education Setting, Providing Information for Management, Legal Planning, Managing Decline, Higher-Education Facilities Management, Promoting Administrative Effectiveness, Assessing the Needs of Industry, and Needs Assessment/Strategic Planning for Two-Year Colleges) Only one seminar (Assessing the Needs of Industry) was non-NIE. This letter was mailed bulk mail to 13,280 people and was received too late to be effective. Additionally, the letter did not contain registration forms, which necessitated many letters and calls of inquiry for further information.

(a-2) A letter dated 2/22/83 was addressed to colleagues and sent to attorneys in the U.S. from a mailing list provided by NACUA to promote the Legal Planning seminar held in Boston on 3/21-22/83.

(a-3) A letter dated 3/7/83 was addressed to colleagues and sent to members of ASHE (mailing list provided by them) re the Managing Decline in Colleges and Universities seminar held in Washington, D.C. on 3/24/83.

(a-4) A letter dated 3/7/83 was addressed to colleagues and sent to past inquiries, questionnaire requests, and past seminar participants re the Student Outcomes seminars held in Boston on 4/4-5/83.

(a-5) A letter dated 3/21/83 was addressed to colleagues and sent to members of AACJC (mailing list provided by them) and past inquiries re the Needs Assessment and Strategic Planning for Two-Year Colleges seminar held in New Orleans on 4/27/83.

(b-1) An ad appeared in the 1/5/83 issue of the Chronicle to promote all the eighteen scheduled seminar topics for Winter/Spring, 1983.

(b-2) An ad appeared in the 3/23/83 edition of the Chronicle re these seminars held in Boston and Chicago: Strategic Planning (Boston - 3/31 - 4/1/83), Student Outcomes (Boston 4/4-5/83), Administrative Effectiveness (Chicago - 4/5-6/83), and Assessing the Needs of Industry (Chicago 4/7-8/83).

Notes (Cont'd)

(c) All the Winter/Spring, 1983 schedule was advertised in the Fall, 1982 NCHEMS Newsletter.

(d) An ad appeared in the 1/17/83 issue of the Administrator re the Promoting Administrative Effectiveness seminar held in Chicago, Illinois on 4/5-6/83. The ad also mentioned eleven other topics but did not give dates or locations.

(e) Unknown sources may include walk-ins or phone-ins from secretaries (who do not know how the person they are registering heard about the seminar.) Other sources generally involve word-of-mouth.

(f) The Total Responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminar is held; thus, no information is available about the source by which they heard of the seminar. So total responses and number of final participants are not usually equal. In fact, the total responses column is always higher than the final number of registrants. The numbers in parentheses in each column indicate actual registrants and do total to the final number of registrants, including registrants for seminars eventually cancelled due to low attendance.

(g) In Winter/Spring, 1983 there were 15 seminars scheduled, of which 11 were cancelled and 4 held. The cancellation rate was 73%. The average number of responses per seminar for the 15 seminars scheduled was 45.5. The average number of actual registrants for the 14 seminars held was 15.75 (The high number of responses as opposed to registrants was probably due to requests for registration information as a result of the 11/19/83 letter that did not contain any detailed registration information.)

[illegible] ELEMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Summer/Fall, 1983

SEMINAR TOPICS		PROMOTIONAL SOURCE																							
		Letters			Chronicle Ads													NCHEMS Newsletter		Unknown or Other Sources (d)	TOTAL RESPONSES (e)	FINAL # REGISTRANTS
Date	Location	04/15/83 (3,133) (a-1)	08/15/83 (1,923) (a-2)	09/06/83 (459) (a-3)	06/01/83 (b-1)	06/15/83 (b-1)	07/06/83 (b-2)	08/31/83 (b-3)	09/07/83 (b-3)	09/21/83 (b-4)	09/26/83 (b-5)	10/05/83 (b-5)	10/12/83 (b-6)	10/19/83 (b-6)	Spring, 1983 (c-1)	Spring, 1963 (c-2)									
STRATEGIC PLANNING																									
6/20-21/83	Denver, CO	3 (3)			1			7	2						4						13	Canc. (3)			
7/25-26/83	Orlando, FL	3 (3)					3 (3)	2	7						10	10 (1)					3 (3)	33	10		
10/13-14/83	Denver, CO		3 (3)				3	3 (3)	9		2				1	5					4 (4)	30	10		
11/18-19 83	Chicago, IL		6 (6)					4	6 (1)		1		8	1	1	5 (1)					8 (7)	40	15		
TWO-YEAR STRATEGIC PLANNING																									
10/21/83	San Francisco, CA		3 (3)					4 (1)	12 (2)	1 (1)	3 (1)	1 (1)	1	1	4	2					7 (1)	39	10		
STUDENT OUTCOMES																									
11/14-15/83	New Orleans, LA		5 (5)					4	3 (1)				5	3	4	6 (1)					10 (10)	40	17		
NEEDS ASSESSMENT - 2 YEAR COLLEGES																									
11/14-15/83	New Orleans, LA							1	4		3	1		1		2						12	Canc. 0		
ASSESS & IMPROVE INST EFFECTIVENESS																									
6/27-28/83	Orlando, FL															3						3	Canc. 0		
10/4-5/83	Washington, DC		4 (4)					1	4 (1)		1 (1)				2	3						15	6		
MANAGING DECLINE																									
6/29/83	Orlando, FL	2 (1)				1										3						6	Canc. (1)		
PROMOTING ADMIN EFFECT																									
6/30-7/1/83	Orlando, FL	2 (1)						1							4	4					2	13	Canc. (1)		
* MANAGING ENROLLMENTS																									
10/11-12/83	Denver, CO		4 (4)					5 (1)	6		1			1	1						(1)	18	Canc. (6)		
* ASSESS NEEDS OF INDUSTRY																									
7/21-22/83	Orlando, FL	5 (3)													7	6					1 (1)	19	Canc. (4)		
* COMPUTING ISSUES IN HIGHER ED																									
10/3/83	Washington, DC		2 (2)					3	4 (1)		2				2						2 (2)	15	5		
10/27/83	Minneapolis, MN							4 (2)	2		2 (1)	2										10	Canc. (2)		
11/11/83	Dallas, TX	1 (1)						3	3		1 (1)	1	1		1						2 (2)	13	Canc. (4)		
* LINKING PLANNING WITH BUDGETING																									
10/10/83	Denver, CO		5 (5)					5 (1)	8	1	1	1									3 (3)	24	9		
10/24/83	San Francisco		5 (5)					4 (2)	6 (2)		2 (1)				1	1					8 (8)	27	18		
* PROGRAM REVIEWS																									
10/17-18/83	Denver, CO		3 (3)					6 (1)	8		2	1 (1)	1								1	22	Canc. (5)		
MANAGEMENT INSTITUTE:																									
8/7-12/83	Aspen, CO	1 (1)			5 (5)	3 (3)			1	1		2			1						2 (2)	16	11		
SUBTOTAL		17 (13)	40 (40)	0 0	6 (5)	4 (3)	6 (3)	53 (11)	80 (8)	3 (1)	21 (5)	9 (2)	16 0	7 0	43 0	50 (2)					57 (44)	408	111		
Percentage		4.2%	9.8%	0%	1.5%	1%	1.5%	13%	19.6%	0.7%	5.1%	2.2%	3.9%	1.7%	10.5%	12.3%					13%	100%			
TOTAL (#)		(---- 57		(53) ----------)	(----------					205	(38)	----------			(---- 93		(3) ----)				57 (44)	408	Canc. (27) 178		
Percentage		14%		(38.4%)						50.2%	(27.5%)				22.8%		(2.2%)				13% (31.9%)	100%	100%		

* Non NIE Seminars
See following pages for notes.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY
Summer/Fall, 1983

Note

(a-1) A letter dated 4/15/83 and addressed to colleagues was sent to 3,133 presidents/chancellors of all institutions of higher education in the U.S. It promoted the management institute, availabililty of tailored on-campus seminars, and five scheduled seminars on five topics (Strategic Planning in the Higher-Education Setting, Promoting Administrative Effectiveness, Managing Decline, Assessing and Improving Institutional Effectiveness, and Assessing the Needs of Industry) for Summer, 1983. One non-NIE seminar (Assessing the Needs of Industry) was scheduled.

(a-2) A letter dated 8/15/83 and addressed to colleagues was sent to the 1,923 individuals on the MDP mailing list. It promoted fourteen on-campus seminar topics and thirteen scheduled seminars on nine topics (Computing Issues in Higher Education, Assessing and Improving Institutional Effectiveness, Linking Planning with Budgeting, Managing Enrollments, Strategic Planning, Designing and Conducting Program Reviews, Strategic Planning for Two-Year Colleges, Needs Assessment for Two-Year Colleges, and Student Outcomes) for Summer/Fall, 1983. Four non-NIE seminar topics were scheduled (Computing Issues in Higher Education, Linking Planning with Budgeting, Managing Enrollments, and Designing and Conducting Program Reviews.)

(a-3) A letter was dated 9/16/83 addressed to colleagues and sent to 459 members of the NCHEMS/NACUBO Network (mailing list provided by NCHEMS) re Linking Planning with Budgeting seminars held in Denver (10/10/83) and San Francisco (10/24/83).

(b-1) An ad appeared in the 6/1/83 and 6/15/83 editions of the Chronicle of Higher Education re the five-day Management Institute on Making Resource Allocation Decisions held in Aspen on 8/7-12/83.

(b-2) An ad appeared in the 7/6/83 edition of the Chronicle re the Strategic Planning seminar held in Orlando on 7/25-26/83.

(b-2) The Chronicle ads on 8/31/83 and 9/7/83 promoted all the thirteen scheduled seminars for Fall, 1983.

(b-4) An ad appeared in the 9/21/83 edition of the Chronicle re seminars held in Denver: Linking Planning with Budgeting (10/10/83), Managing Enrollments (10/11-12/83), Strategic Planning (10/13-14/83), Designing and Conducting Program Reviews (10/17-18/83, and in Washington, D.C.: Computing Issues in Higher Education (10/3/83) and Institutional Effectiveness (10/4-5/83).

(b-5) An ad appeared in the 9/28/83 and 10/5/83 editions of the Chronicle re seminars held during the last two weeks of October: Strategic

Notes (Cont'd)

Planning (San Francisco - 10/21/83), Linking Planning with Budgeting (San Francisco - 10/24/83), Needs Assessments for Two-Year Colleges (Minneapolis - 10/27/83), and Computing Issues in Higher Education (Minneapolis - 10/28/83)

(b-6) An ad appeared in the 10/12/83 and 10/19/83 editions of the Chronicle re seminars held during November: Computing Issues in Higher Education (Dallas - 11/11/83), Student Outcomes (New Orleans -11/14-15/83) and Strategic Planning (Chicago - 11/18-19/83).

(c-1) The ad in the Spring, 1983 issue of the NCHEMS Newsletter promoted the five seminars scheduled for Summer, 1983.

(c-2) The ad in the Fall, 1983 issue of the NCHEMS Newsletter promoted the thirteen seminars scheduled for Fall, 1983.

(d) Unkown sources may include walk-ins or phone-ins from secretaries (who do not know how the person they are registering heard about the seminar.) Other sources generally involve word-of-mouth.

(e) The Total Responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminar is held; thus, no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not usually equal. In fact, the total responses column is usually higher than the final number of registrants. The numbers in parentheses in each column indicate actual registrants and do total to the final number of registrants, including registrants for seminars eventually cancelled due to low attendance.

(f) In Summer/Fall, 1983, there were 19 seminars scheduled, of which 10 were cancelled and 9 held. The cancellation rate was 53%. The average number of responses received per seminar for the 19 seminars scheduled was 21.5. The average number of participants for the 9 seminars held was 12.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Winter/Spring/Summer, 1984

SEMINAR TOPICS		PROMOTIONAL SOURCE																											
		Letters		Chronicle Ads (b)																		NCHEMS Newsletter Mar '84 (c)		Referrals (d)	Unknown or Other Sources (e)		TOTAL RESPONSES (f)		FINAL # REGISTRANTS
Date(s)	Location	12/05/83 (2,138) (a-1)	10/25/83 (app. 75) (a-2)	09/21/83 (b-1)	10/05/83 (b-1)	10/26/83 (b-1)	12/07/83 (b-1)	12/14/83 (b-2)	12/14/83 (b-1)	01/25/84 (b-3)	01/25/84 (b-4)	02/01/84 (b-4)	02/01/84 (b-5)	02/08/84 (b-4)	02/22/84 (b-6)	03/14/84 (b-7)	03/21/84 (b-8)	04/11/84 (b-5)	05/09/84 (b-9)	05/16/84 (b-5)								
STRATEGIC PLANNING																													
4/5 - 4/16/84	Philadelphia, PA	7 (7)						5 (1)				2			1	1		1		2			1	12 (3)		29		Canc. (7)
6/18-6 18/84	Seattle, WA	8 (8)						2						1			4		4 (3)			9	2	10 (5)		40		1c
TWO-YEAR STRATEGIC PLANNING																													
2/21/84	Orlando, FL	5 (5)						6			7 (2)	1		2 (1)									1	2 (2)		25		10
6/20/84	Seattle, WA	2 (2)								1				2	2		1					7		5		20		Canc. (2)
STUDENT OUTCOMES																													
2/16-17/84	Orlando, FL	4 (4)						3	1		2	1												1 (1)		13		Canc. (5)
6/11-6/12/84	Cincinnati, OH	7 (7)				2 (2)		1		2 (1)	1			2					2 (2)			5 (1)	1	6 (0)		20		21
* PROGRAM REVIEWS																													
4/9-10/84	Philadelphia, PA	1 (1)						1			1 (1)			1				1				1 (1)		3		9		Canc. (3)
6/21-22/84	Seattle, WA	5 (5)												2		1	2		2			9 (1)		9		30		Canc. (6)
* LINKING PLANNING																													
2/20-21/84	Orlando, FL	7 (7)						4			10 (4)	2 (1)		2 (2)										11 (11)		36		27
4/12-13/84	Philadelphia, PA	7 (7)						3 (1)	1					1	2	2 (1)		1						7 (6)		22		15
6/17-6/14/84	Cincinnati, OH	7 (7)								1	1			1	1		2		4 (2)			10		8 (8)		26		17
* MICROCOMPUTERS																													
2/15/84	Orlando, FL	1 (1)						1			3							1						5 (1)		11		Canc. (2)
4/11/84	Philadelphia, PA	3						1				2										1		8		15		Canc. 6
MANAGEMENT INSTITUTE:																													
1/8-13/84	Boulder, CO	1 (1)	5 (5)	1	3		2 (2)	3	1															9 (2)		25		16
7/8-13/84	Boulder, CO	5 (5)								1 (1)				2 (1)	2		1	4 (2)		4 (4)		4	1 (1)	27 (7)		61		21
SUBTOTAL		66 (63)	5 (5)	1 0	3 0	2 (2)	2 (2)	30 (2)	3 0	5 (2)	26 (7)	8 (1)	2 (1)	16 (3)	6 0	5 (1)	11 0	8 (2)	13 (7)	6 (4)		44 (2)	6 (1)	122 (56)		402		177
Percentage		16.4%	1.2%	0.2%	0.7%	0.5%	0.5%	7.4%	0.7%	1.2%	6.5%	2%	0.5%	4%	1.5%	1.2%	2.7%	2%	3.2%	1.5%		11.4%	1.5%	30%		100%		
TOTAL (g)		(--- 71	(69) ----	(							147	(34)																Canc. (25) 162
Percentage		17.6%	(42%)								36.5%	(21%)										11.4% (1.9%)	1.5% (0.62%)	77% (14.6%)		100%		100%

* Non NTE Seminars
See following pages for notes.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY
Winter/Spring/Summer, 1984

Notes

(a-1) A letter dated 12/5/83 was sent under Jana Matthews' signature to the MDP mailing list of 2,138 individuals. This letter promoted all the seminars and institutes scheduled in Winter/Spring, 1984 and also in Summer, 1984, as well as the availability of on campus seminars.

(a-2) A letter dated 10/5/83 was sent under Jana Matthews' signature to individuals who had inquired previously about the five-day management institute in order to promote the January, 1984 institute.

(b-1) An ad appeared in the 9/21/83, 10/5/83, 10/26/83, 12/7/83, and 12/14/83 editions of Chronicle to promote the January five-day management institute in Boulder on 1/8-13/84.

(b-2) An ad appeared in the 12/14/83 edition of the Chronicle and promoted all seminars/institutes scheduled from January through July, 1984.

(b-3) An ad appeared in the 1/25/84 edition of the Chronicle and promoted all seminars/institutes scheduled from February through July, 1984.

(b-4) An ad appeared in the 1/25/84, 2/1/84, and 2/8/84 editions of the Chronicle and promoted all seminars scheduled during February, 1984 in Orlando: Microcomputers: Acquisition and Integration (2/5/84), Student Outcomes (2/16-17/84), Linking Planning with Budgeting (2/20-21/84), and Stratetgic Planning for Two-Year Colleges (2/21/84).

(b-5) An ad appeared in the 2/1/84, 4/11/84, and 5/16/84 editions of the Chronicle and promoted the five-day management institute in Boulder on 7/8-13/84.

(b-6) An ad appeared in the 2/22/84 edition of the Chronicle and promoted all on-campus seminars offered in 1984.

(b-7) An ad appeared in the 3/14/84 edition of the Chronicle and promoted all seminars scheduled in Philadelphia in April, 1984: Strategic Planning (4/5-6/84), Program Reviews (4/9-10/84), Microcomputers (4/11/84), and Linking Planning with Budgeting (4/12-13/84).

(b-8) An ad appeared in the 3/21/84 edition of the Chronicle and promoted all seminars/institutes scheduled from April through July, 1984. (All information from the ad was also included in this edition's calendar pull-out section.)

(b-9) An ad appeared in the 5/9/84 edition of the Chronicle and promoted all seminars/institutes scheduled in June, 1984 in Cincinnatti, OH and Seattle, WA: Student Outcomes (6/11-12/84), Linking Planning with Budgeting (6/13-14/84), Strategic Planning (6/18-19/84), Stratetgic Planning for Two-Year Colleges (6/20/84), and Program Reviews (6/21-22/84).

Notes (Cont'd)

(c) A description of the Management Development Program and the seminars/institutes scheduled for April through July, 1984 were featured in the March, 1984 edition of the NCHEMS Newsletter.

(d) Referals include registrants who were either referred by another seminar participant or who received a copy of a promotional brochure from someone already on the MDP mailing list.

(e) Unknown sources may include walk-ins or phone-ins from secretaries (who do not know how the person they're registering learned about the seminar). Also includes letter inquiries where the source is not mentioned, but, in all likelihood, these letters are in response to Chronicle ads.

(f) The Total Responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the Seminars/Institutes. Some who responded to promotional activities may have had to cancel before the seminar and were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminar is held; thus, no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not equal. In fact, the total responses column is always higher than the final number of registrants.

(g) In Winter/Spring/Summer 1984, 13 seminars and were scheduled, of which 7 were cancelled and 8 held. The seminar cancellation rate was 54%. (Additionally, two institutes were scheduled and both held.) The average number of responses received per seminar/institute for the 15 scheduled was 26.8. The average number of registrants for the 10 seminar/institutes held was 13.7.

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY SOURCE OF PROMOTIONAL ACTIVITY

Period: Fall, 1984

SEMINAR TOPICS		PROMOTIONAL SOURCE																			
		Letters		Chronicle Ads												Referrals		Unknown or Other Sources		TOTAL RESPONSES	FINAL # REGISTRANTS
Date	Location	08/27/84 (15,362) (a-1)		05/16/84 (b-1)		09/05/84 (b-2)		09/05/84 (b-3)		09/19/84 (b-4)		10/10/84 (b-5)				(c)		(d)		(e)	
STRATEGIC PLANNING																					
10/4-10-84	Boston, MA	11	(11)	4		7	(1)									5		17	(16)	44	28
11/5-6/84	San Diego, CA	6	(6)	2	(1)	6	(2)									4	(1)	7	(3)	25	13
TWO-YEAR STRATEGIC PLANNING																					
10/5/84	Boston, MA	3	(3)	1		5	(1)									1		5	(1)	15	Canc. (5)
10/29/84	San Diego, CA	17	(17)	1		3	(1)											2	(2)	23	20
STUDENT OUTCOMES																					
10/11-12/84	Atlanta, GA	5	(5)	1		3										2	(3)	6	(5)	17	13
NEEDS ASSESSMENT - 2 YEAR COLLEGES																					
10/30/84	San Diego, CA	8	(8)			1	(1)									1		4	(2)	14	11
* PROGRAM REVIEWS																					
11/12-13/84	Dallas, TX	16	(16)			1	(1)									2	(2)	11	(5)	30	24
* LINKING PLANNING																					
10/1-2/84	Boston, MA	7	(7)	4		9										1	(1)	12	(5)	33	13
11/15-16/84	Dallas, TX	24	(24)	2	(1)	6	(2)					1	(1)					8	(5)	41	33
SUBTOTAL		97	(97)	15	(2)	41	(9)	0	0	0	0	1	(1)			16	(7)	72	(44)	242	155
Percentage		40.1%		6.2%		16.9%		0%		0%		0.4%				6.6%		29.8%		100%	
TOTAL (f)		97	(97)	(---------- 57 (12) ----------											)	16	(7)	72	(44)	242	Canc. (5) 160
Percentage		40.1%	(60.6%)	23.6% (7.5%)												6.6%	(4.4%)	29.8%	(27.5%)	100%	100%

* Non NIE Seminars
See following pages for notes.

BEST COPY AVAILABLE

MANAGEMENT DEVELOPMENT PROGRAM
SUMMARY OF SEMINAR REGISTRATION RESPONSES
BY PROMOTIONAL ACTIVITY
Fall, 1984

Notes

(a) A letter dated 8/27/84 was sent under Ben Lawrence's signature to the MDP mailing list, recent inquiries, and selected titles (about 13,000) from the Education Directory in all states (President/Chancellors, Chief Academic Officers, Chief Business Officers, Chief Planning Officers, and Chief Student Life Officers). All seminars scheduled in October through November were promoted.

(b-1) An ad appeared in the 5/16/84 edition of the Chronicle and promoted all seminars/institutes scheduled from June through November.

(b-2) An ad appeared in the 9/15/84 edition of the Chronicle and promoted all seminars scheduled from October through November, 1984. All information from this ad was also included in the calendar pull out section of the same Chronicle issue.

(b-3) An ad appeared in the 9/5/84 edition of the Chronicle and promoted all on-campus seminar topics available.

(b-4) An ad appeared in the 9/19/84 edition of the Chronicle and promoted seminars scheduled for October, 1984 in Boston and Atlanta: Linking Planning with Budgeting (10/1-2/84), Strategic Planning (10/4-5/84), Strategic Planning for Two-Year Colleges (10/5/84), and Student Outcomes (10/11-12/84).

(b-5) An ad appeared in the 10/10/84 edition of the Chronicle and promoted seminars scheduled in October and November, 1984 in San Diego and Dallas: Strategic Planning for Two-Year Colleges (10/29/84), Needs Assessments for Two-Year Colleges (10/30/84), Strategic Planning (11/5-6/84) Program Reviews (11/12-13/84), and Linking Planning with Budgeting (11/15-16/84).

(c) Referrals include registrants who were either referred by another seminar participant or who received a copy of a promotion from someone already on the MDP's mailing list.

(d) Unknown sources may include walk-ins or phone-ins from secretaries (who do not know how the person they're registering heard about the seminar). Also included are letter inquiries where the source is not mentioned in the text of the letter, but many of these letters may be in response to Chronicle ads.

(e) The total responses column represents all responses to every promotional activity regardless of whether all the people who responded actually attended the seminars/institutes. Some who responded to promotional activities may have had to cancel before the seminar and

Notes (Cont'd)

were not included in the number of final participants. On the other hand, some people walk in and register on the day the seminar is held; thus, no information is available about the source by which they heard of the seminar. So, total responses and number of final participants are not equal. In fact, the total responses column is always higher than the final number of registrants.

(f) In Summer/Fall, 1984, nine seminars were scheduled, of which 1 was cancelled and 8 held. The cancellation rate was 11%. The average number of responses received per seminar for the 9 scheduled was 27. The average number of registrants for the 8 seminars held was 19.

Exhibit H

SUMMARY OF COSTS BY TYPE
OF PROMOTIONAL ACTIVITY

Fall, 1980
Winter/Spring, 1981
Fall, 1981
Winter/Spring, 1982
Summer/Fall, 1982
Winter/Spring, 1983
Summer/ Fall, 1983
Winter/Spring, 1984
Summer/Fall, 1984

MANAGEMENT DEVELOPMENT PROGRAM
Monitoring Costs of Promotional Activities

Fall 1980 and Winter/Spring 1981

Period / Activity	# Mailed	COSTS						
		Type-Setting	Stationery & Printing/Copy'g	CAUSE Label & Search	Postage	Other Mailing Services	Pub. in Chronicle	Total
Fall, 1980								
Letter - 8/19/80 (Bulk Mail = 3.5¢)	7,200	--	$1,610.46	$316.80	$252.00	$586.26	--	$2,765.52
Ad - 9/2/80	--	$ 95.67	--	--	--	--	680.00	775.67
Brochure - Pub. Sep. 80 (12,000 Published)	8,194	234.54	880.83	--	273.69	--	--	1,389.06
Total for Fall		$330.21	$2,491.29	$316.80	$525.69	$586.26	$680.00	$4,930.25
Winter/Spring, 1981								
Letter - 1/9/81 (First Class = 15¢)	1,184	--	$ 236.41	$ 62.36	$329.00	$182.15	--	$ 809.92
Letter - 1/22/81 (Bulk Mail = 3.5¢)	6,473		1,945.04	264.52	226.56	505.03	--	2,941.15
Ad - 1/19/81		$ 30.00	--	--	--	--	680.00	710.00
Brochure - Published, Feb. 1981 (5,000 Printed)								
Mailings of Brochure:	188			--	49.16			49.16
• 1st Class on 3/23 to administrators in Louisiana and Mississippi prior to New Orleans seminar on 4/9.								
• 1st Class on 3/26 to administrators in Texas prior to San Antonio seminar on 4/10.	408			--	61.20			61.20
• 1st Class on 4/24 to administrators in Arkansas, Illinois, Iowa, Kansas, Oklahoma, and Missouri for St. Louis seminar on 6/4 and Chicago seminar on 6/5.	1,005			55.20	180.90			236.10
Total for Winter/Spring		$ 30.00	$2,181.45	$382.08	$846.82	$687.18	$680.00	$4,807.53
Grand Total		$360.21	$4,672.74	$698.88	$1,372.51	$1,273.44	$1,360.00	$9,737.78

Note: During this period, the only seminar topic being offered and promoted was Strategic Planning in the Higher Education Setting.

MANAGEMENT DEV[illegible]MENT PROGRAM
Monitoring Costs of Promotional Activities
Fall, 1981

Activity	# Mailed	COSTS						
		Type-Setting	Stationery & Printing/Copy'g	Labels & Search	Postage	Other Mailing Services	Pub. in Chronicle	Total
Advertising all 3 topics[a]								
Letter-Mailed around 8/16/81 (1st Class Mail @ 18¢)	11,437	N/A	$2,639.89	$545.85	$2,058.66	$679.35	N/A	$5,923.75
Same letter as above mailed on Sept. 3 to selected accrediting and other national organizations (1st Class Mail @ 18¢)	28	N/A	Expenses are included in above figure	N/A	5.04	N/A	N/A	5.04
Same letter as above mailed on Sept. 4 to Deans of Arts & Science, Education, and Law in CA, OR, & NE (1st Class Mail @ 18¢)	174	N/A	Expenses are included in above figure	N/A	31.32	N/A	N/A	31.32
Chronicle Ad - 9/8/81		$50.00	N/A	N/A	15.00	N/A	$703.30	768.30
NCHEMS Summer Newsletter (Distributed late Sept., 1981)	12,879	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Information sheets distributed at two association meetings in Oct.	N/A	N/A	63.00	N/A	N/A	N/A	N/A	63.00
Advertising specific topics and/or seminars								
Special letter sent Sept. 4 addressed to counselors in CA, OR, WA, NE, & AZ re Legal Planning seminar in San. Fran. on Sept. 21. (1st Class Mail @ 18¢)	200	N/A	52.76	17.55	36.00	N/A	N/A	106.31
Special reminder letter sent in mid Oct. to 6 regular titles in VA, NC, SC, TN, GA, FL, & AL re Strategic Planning seminars in Raleigh & Tampa on Nov. 19 & 20. (1st Class Mail @ 18¢)	1,848	N/A	169.10	89.00	332.64	124.28	N/A	715.02
Special letter sent in mid Oct to Deans of Arts & Science, & Education in MA, NY, CT, RI, VT, NH, ME, & PA re Evaluation seminar in Boston on Nov 12-13. (1st Class Mail @ 18¢)	258	N/A	23.19	25.00	46.44	29.78	N/A	124.41
Special letter sent in late Oct to Deans of Law and Counselors in MA, NY, CT, RI, VT, NY, ME, & PA re Legal Planning seminar in Boston on Nov. 16. (1st Class Mail @ 18¢)	643	N/A	60.29	42.59	115.74	35.98	N/A	254.60
TOTAL		$50.00	$3,008.23	$719.99	$2,640.84	$869.39	$703.30	$7,991.75

(a) Three seminars (Strategic Planning, Evaluation, and Enrollment Planning) were promoted together for Fall, 1981 - unless otherwise noted.

MANAGEMENT DEVELOPMENT PROGRAM
Monitoring Costs of Promotional Activities
Winter/Spring, 1982

Activity	# Mailed	COSTS							Cost Per Item Mailed (n)
		Type-Setting	Stationery & Printing/Copy'g	Labels & Search	Postage	Other Mailing Services	Publishing In Newspapers	Total	
Avertising all 7 topics (a)									
Croncicle ad - 1/20/82	N/A	$50.00	N/A	N/A	N/A	N/A	$911.40	$961.40	N/A
Letter (dated 1/29/82) mailed from 1/29-2/10/82 (approx) addressed to Colleagues (1st Class mail @ 37¢)	13,402	N/A	$6,822.72	$605.88	$4,958.74	$1,208.23	N/A	13,595.57	$1.01
Avertising specific topics and/or Seminars									
(b) Special letter sent 12/28/81 (Legal planning) (1st class mail @ 20¢)	5,352	N/A	980.94	219.08	1,070.40	361.35	N/A	2,631.77	$0.49
(c) Special letter sent 12/28/81 (Dyn. of Decision Making and Evaluation (1st Class Mail @ 20¢)	1,236	N/A	301.03	59.44	246.00	7.43	N/A	703.90	$0.57
(d) Hawaii newspaper ads - 1/5 and 1/6/82	N/A	60.00	N/A	N/A	N/A	N/A	426.03	486.03	N/A
(e) Cronicle ad 1/13/82	N/A	90.00	N/A	N/A	N/A	N/A	753.30	843.30	N/A
(f) Special letter sent 3/9/82 (bulk mail @ .059¢)	443	N/A	30.00	27.52	26.14	21.25	N/A	104.91	$0.24
(g) Cronicle ad 3/17/82	N/A	78.13	N/A	N/A	N/A	N/A	481.50	559.63	N/A
(h) University of Hawaii Student Newspaper Ad (Ka Leo O Hawaii) 3/17/82	N/A	78.13	N/A	N/A	N/A	N/A	165.38	243.51	N/A
(i) Special letter sent 4/1/82 (1st Class mail @ 20¢)	253	N/A	20.00	10.17	50.60	N/A	N/A	80.77	$0.32
(j) Chronicle Ad 4/7/82	N/A	115.56	N/A	N/A	N/A	N/A	911.40	1,026.96	N/A
(k) Special letter sent 4/9/82 (West Coast) (1st Class @ 20¢)	2,020	N/A	601.55	83.78	404.00	156.48	N/A	1,245.81	$0.616
(l) Special letter sent 4/9/82 (East Coast) (1st class @ 37¢	4,078	N/A	1,780.57	175.19	1,505.90	322.03	N/A	3,783.69	$0.927
(m) Boston Sunday Globe ad - 5/2/82	N/A	42.50	N/A	N/A	N/A	N/A	1,030.05	1,072.55	N/A

MANAGEMENT DEVELOPMENT SYSTEMS
Monitoring Costs of Promotional Activities
Winter/Spring 1982

NOTES

(a) Seven seminars (Strategic Planning, Enrollment Planning, Legal Planning, Evaluating Higher Education, Dynamics of Decisionmaking, Information for Management, and Improving Administrative Effectiveness) were promoted together for Winter/Spring 1982 - Unless otherwise noted.

(b) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Chief Business Officer, Chief Planning Officer, Dean of Law) in independent institutions in all states re Legal Planning seminar held in Washington, D.C. on 2/2-3/82.

(c) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Planning Officer, Dean of Arts and Sciences, Dean of Education, Dean of Graduate Programs) in all institutions in HI, CA, OR, WA, and AK re Dynamics of Decisionmaking and Evaluating Higher Education seminars held in Honolulu, HI on 2/1-2/82 and 2/4-5/82.

(d) These ads appeared in The Honolulu Advertiser (1/5/82) and The Honolulu Star Bulletin (1/6/82) re two seminars: Dynamics of Decisionmaking (2/1-2/82 in Honolulu) and Evaluating Higher Education (2/4-5/82 in Honolulu).

(e) This ad appeared in the 1/13/82 edition of the Chronicle of Higher Education re three seminars: Dynamics of Decisionmaking (2/1-2/82 in Honolulu), Evaluating Higher Education 2/4-5/82 in Honolulu), and Legal Planning (2/2-3/82 in Washington, D.C.).

(f) This letter was addressed to counselors in the Midwestern region from a mailing list provided by NACUA re the Legal Planning seminar held in Chicago on 3/29-30/82.

(g) This ad appeared in the 3/17/82 edition of the Chronicle re the four Enrollment Planning seminars held in NYC (3/24-25/82), St. Louis (4/3-4/82), Tulsa (4/28-29/82), and Washington, D.C. (5/12-13/82).

(h) This ad appeared in the 3/17/82 edition of the Ka Leo O Hawaii (University of Hawaii student newspaper) re the Improving Administrative Effectiveness seminar held in Honolulu on 3/29-30/82.

(i) This letter was addressed to counselors in the west coast region from a mailing list provided by NACUA re the Legal Planning seminar held in San Francisco on 5/3-4/82.

(j) This ad appeared in the 4/7/82 edition of the Chronicle re six Spring/Summer 1982 seminar topics: Strategic Planning, Legal Planning Evaluating Higher Education, Enrollment Planning, Information for Management, and Improving Administrative Effectiveness scheduled from 4/3/82 through 7/21/82.

(k) This letter was addressed to 1,767 colleagues (with titles of President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Chief Planning Officer, Dean of Law) in all institutions in the west coast region: AK, AZ, CA, CO, ID, MT, NV, OR, UT, WA, and WY. This letter was also sent to 253 counselors from a mailing list provided by NACUA. Seminars covered were Legal Planning and Strategic Planning held in San Francisco on 5/3-4/82 and 5/10-11-82.

(l) This letter was addressed to colleagues (President-Chief Executive Officer, President-Systems Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Director of Information Systems, Chief Planning Officer, Dean of Arts and Sciences, Dean of Education, Dean of Graduate Programs) in all institutions in the east coast region: CT, DE, DC, ME, MD, MA, NH, NC, PA, RI, VT, VA, WV re five seminars: (Evaluating Higher Education (DC; 5/6-7/82), Information for Management (DC, 5/10-11/82), Enrollment Planning (DC; 5/12-13/82), Administrative Effectiveness (Boston; 5/20-21-82), and Strategic Planning (Boston; 5/24-25/82).

(m) This ad appeared in the 5/2/82 edition of the Boston Globe re one seminar: Improving Administrative Effectiveness held in Boston on 5/20-21/82.

(n) In using the figures in the "cost per item mailed" column, be aware that costs will vary based on the number of pieces of paper included in an item mailed (which is not documented in this table) as well as on the mailing class and other cost factors.

MANAGEMENT DEVELOPMENT PROGRAM

Monitoring Costs of Promotional Activities

Summer/Fall 1982

Activity	# Mailed	COSTS							Cost Per Item Mailed (n)
		Type-Setting	Stationery & Printing/Copy'g	Labels & Search	Postage	Other Mailing Services	Publishing in Newspapers	TOTAL	
Advertising all 13 topics[a]									
Letter (dated 5/7/82) addressed to colleagues (bulk mail @ .059¢)	11,840	$200.00	$ 7,429.74	$ 503.92	$ 698.56	$1,057.33	N/A	$ 9,890.15	$0.835
Letter (dated 8/13/82) addressed to colleagues (bulk mail @ .049¢ plus a few foreign pieces at a higher rate)	11,858	N/A	$10,449.35	504.32	585.88	2,054.73	N/A	13,594.28	$1.146
Chronicle ad - 9/8/82	N/A	60.00	N/A	N/A	N/A	N/A	$ 950.60	1,010.60	N/A
Advertising Specific Topics and/or Seminars									
(b) Special letter sent 6/25/82 (First Class mail @ 94¢)	2,290	N/A	681.40	141.37	438.00	150.13	N/A	1,410.90	$0.61
(c) Special letter sent 7/6/82 (First Class mail @ 20¢)	2,496	N/A	563.89	99.84	499.20	179.18	N/A	1,342.11	$0.537
(d) Chronical ad - 7/7/82	N/A	75.00	N/A	N/A	25.00(m)	N/A	498.08	598.08	N/A
(e) Special letter sent 8/26/82 (First Class mail @ 20¢)	260	N/A	54.92	N/A	52.00	N/A	N/A	106.92	$0.41
(f) Spartan ad - 9/30/82	N/A	N/A	N/A	N/A	N/A	N/A	17.00	17.00	N/A
(g) Stanford Daily ad 10/4/82	N/A	N/A	N/A	N/A	N/A	N/A	28.00	28.00	N/A
(h) Special letter sent 10/11/82 (First Class mail @ 20¢)	380	N/A	83.99	N/A	76.00	36.50	N/A	196.49	$0.517
(i) Special letter sent 10/22/82 (First Class mail @ 20¢)	1,065	N/A	266.59		213.00	96.38	N/A	612.21	$0.57
(j) Special letter memorandum sent 10/27/82 (First Class mail @ 20¢)	49	N/A	4.90 (est.)	12.25	9.80	N/A	N/A	26.95	$0.55
(k) Special letter sent 10/28/82 (SE Region) (First Class mail @ 37¢)	3,005	N/A	1,002.97	73.33	1,111.85	272.21	N/A	2,460.42	$0.818
(l) Special letter sent 10/29/82 (Bulk mail @ .049¢ plus approx. 20 First Class @ 20¢)	1,953	N/A	650.22	76.39	98.72	164.15	N/A	989.48	$0.506
TOTAL		$ 335.00	$21,187.97	$ 1,447.66	$3,808.01	$4,493.68	$1,497.68	$32,283.59	

MANAGEMENT DEVELOPMENT PROGRAM
Monitoring Costs of Promotional Activities
Summer/Fall 1982

NOTES

(a) Thirteen seminar topics (Strategic Planning in the Higher-Education Setting, Strategic Planning for Two-Year Colleges, Evaluating Higher Education, Legal Planning, Dynamics of Decisionmaking, Enrollment Planning, Information for Management, Promoting Administrative Effectiveness, Needs Assessment for Two-Year Colleges, Higher Education Facilities Management, Student Outcomes, Consulting in Higher Education and Managing Decline) were promoted together for Summer-Fall 1982 unless otherwise noted. The administrative titles selected to receive promotional material were: President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, and the Chief Planning Officer in all institutions and states.

(b) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Chief Planning Officer, Dean of Law) in all institutions in CT, MA, NY, PA, and RI re two seminars held in New York City: Strategic Planning (7/20-21/82) and Legal Planning (7/22-23/82).

(c) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Director of Information Systems, Chief Planning Officer) in all institutions in IL, IN, IA, MI, MN, MO, OH, and WI re two seminars held in Chicago: Strategic Planning (8/12-13/82) and Information for Management (8/10-11/82).

(d) This ad appeared in the 7/7/82 edition of the Chronicle re six seminars: Strategic Planning (Wmsbg. - 7/12-13/82, NYC 7/20-21/82, Chicago - 8/12-13/82), Legal Planning (NYC - 7/22-23/82), Information for Management (Chicago 8/10-11/82), and Promoting Administrative Effectiveness (Wmsb. - 7/14-15/82).

(e) This letter was addressed to colleagues (Chancellor, President and Vice-Chancellor, Vice Presidents of various services, President of the Corporation - where listed, Dean of Arts and Sciences, Rector and Vice Rector-where listed), from the Commonwealth Universities Yearbook 1982 (Volume on Canada) re two seminars held in Montreal: Dynamics of Decisionmaking (9/28-29/82) and Strategic Planning (9/30-10/1/82).

(f) This ad appeared in the 9/30/82 edition of the Spartan (Stanford University Campus Newspaper), re NCHEMS seminar on Promoting Administrative Effectiveness held in San Francisco on 10/7-8/82.

(g) This ad appeared in the 10/4/82 edition of The Stanford Daily, re NCHEMS seminar on Promoting Administrative Effectiveness held in San Francisco on 10/7-8/82.

(h) This letter was addressed to colleagues and sent to members of the American Association of State Colleges and Universities (AASCU) whose annual meeting immediately followed NCHEMS seminar on Strategic Planning held in Nashville, on 10/28-29/82.

(i) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Chief Planning Officer, Dean of Law) in all institutions in AR, LA, OK, and TX re two seminars held in Dallas: Information for Management (11/8-9/82) and Legal Planning (11/10-11/82).

(j) This memo was addressed to selected CAUSE conference registrants re NCHEMS seminar on Information for Management held on Hilton Head Island on 11/29-30/82 preceeded the CAUSE annual conference on Hilton Head on 11/30-12/3/82.

(k) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Director of Information Services, Chief Planning Officer, Dean of Arts and Sciences, Dean of Education, Dean of Graduate Programs, Dean of Law) in all institutions in AL, FL, GA, SC, and TN re four seminars: Higher Education Facilities Management (Atlanta, 11/22-23/82), Information for Management (Hilton Head Island, 11/29-30/82), Evaluating Higher Education (Tampa, 12/2-3/82), and Legal Planning (Tampa, 12/6-7/82).

(l) This letter was addressed to colleagues (President-Chief Executive Officer, President-System Chief Executive, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Chief Planning Officer, Dean of Arts and Sciences, Dean of Education, Dean of Graduate Programs, Chief Student Life Officer) in all institutions in AZ, CA, NV, OR and WA re three seminars held in Los Angeles: Student Outcomes (12/7-8/82), Evaluating Higher Education (12/9-10/82), and Strategic Planning (12/13-14/82).

(m) Mailed Federal Express

(n) In using the figures in the "Cost per Item" column, be aware that costs will vary based on the number of pieces of paper included in an item mailed (which is not documented in the table) as well as on the mailing class and other cost factors.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Winter/Spring, 1983

Activity	# Mailed	COSTS							Cost Per Item Mailed (c)
		Typesetting	Stat & Envel Printing/Copying	Labels & Search	Postage	Other Mailing Serv	Publ Cost in Newspapers	Total	
Advertising 10 Topics (a)									
NCHEMS Newsletter - Fall 1982 (No. 82) 1,500 Reprints for MDP	N/A	$53.13	$901.20	N/A	N/A	N/A	N/A	$954.33	N/A
Chronicle Ad - 1/5/83 Institute and tailored seminars not included	N/A	169.80	N/A	N/A	N/A	N/A	$1,317.12	1,486.92	N/A
Letter (dated 1/19/83) (b) addressed to colleagues (3,195 1st class mail @ .37 & 13,280 bulk mail @ .052)	16,475	677.70	3,828.86	$900.00	$1,872.71	$1,600.26	N/A	8,967.61	$0.54
Advertising Specific Topics and/or Seminars									
(d) Administrator Ad - 1/17/83	N/A	N/A	N/A	N/A	N/A	N/A	0	0	N/A
(e) Special letter sent 2/22/83 (1st class @ .20)	2,122	N/A	$534.33	80.00 (NACUA)	425.40	152.72	N/A	1,192.45	$0.56
(f) Special letter sent 3/7/83 (1st class @ .20)	807	N/A	328.31	75.00 (ASHE)	138.04	72.00	N/A	613.35	$0.76
(g) Special letter sent 3/10/83 (1st class @ .20)	216	N/A	164.30	N/A (NCHEMS list)	43.20	N/A	N/A	207.50	$0.96
(h) Special letter sent 3/21/83 (1st class @ .20)	1,273	N/A	350.67	65.00 (AACJC)	471.01	60.43	N/A	947.11	$0.74
(i) Chronicle Ad - 3/23/83	N/A	N/A	N/A	N/A	12.50	N/A	427.50 (j)	440.00	N/A
TOTAL	20,893	$900.63	$6,107.67	$1,208.00	$2,962.86	$1,885.41	$1,744.62	$14,809.27	

Footnotes follow on separate pages.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Winter/Spring, 1983

Notes

(a) The management institute, availability of on-campus seminars, and eighteen scheduled seminars on ten topics (Student Otucomes, Enrollment Planning, Strategic Planning in the Higher-Education Setting, Providing Information for Management, Legal Planning, Managing Decline, Higher-Education Facilities Management, Promoting Administrative Effectivenss, Assessing the Needs of Industry, and Needs Assessment/Strategic Planning for Two-Year Colleges) were promoted for Winter/Spring, 1983--unless otherwise noted. Only one non-NIE seminar (Assessing the Needs of Industry was involved.

(b) For promotional letters, the titles seclected were: Chief Executive Officer, Chief Academic Officer, Director of Institutional Research, Chief Business Officer, Director of Information Systems, Chief Planning Officer, and Chief Student Life Officer in all institutions in all states.

(c) In using the figures in the "Cost Per Item" column, be aware that costs will vary based on the number of pieces of paper included in items mailed which is not documented in the table) as well as on the mailing class and other factors.

(d) This ad appeared in the 1/17/83 issue of the Administrator re the Promoting Administrative Effectiveness seminar to be held in Chicago, Illinois on 4/5-6/84. The ad also mentioned eleven other topics but did not give dates or locations.

(e) This letter was addressed to colleagues and sent to attorneys in the U.S. from a mailing list provided by NACUA re the Legal Planning seminar held in Boston on 3/21-22/83.

(f) This letter was addressed to colleagues and sent ot members of ASHE (mailing list provided by them re the Managing Decline in Colleges and Universities seminar held in Washington, DC on 3/24/83.

(g) This letter was addressed to colleagues and sent to in-house inquiries, in-house questionnaire requests, and in-house past-participants re the Student Outcomes seminars held in Boston on 4/4-5/83.

(h) This letter was addressed to colleagues and sent to members of AACJC (mailing list provided by them) and in-house inquiries re the Needs Assessment and Strategic Planning for Two-Year Colleges seminar held in New Orleans on 4/27/83.

(i) This ad appeared in the 3/23/83 edition of the Chronicle re these seminars held in Boston and Chicago: Strategic Planning (Boston 3/31 -

Notes (Continued)

4/1/83), Managing Decline (Chicago 4/4/83); Student Outcomes (Boston 4/4-5/83), Administrative Effectiveness (Chicago - 4/5-6/83) and Assessing the Needs of Industry (Chicago 4/7-8/83).

(j) Typesetting expenses are included in the cost of publishing the ad in the newspaper.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Summer/Fall 1983

Activity	# Mailed	COSTS							Cost Per Item Mailed (b)
		Typesetting	Stat & Envel Printing/Copying	Labels & Search	Postage	Other Mailing Serv	Publ Cost in Newspapers	Total	
Advertising All 6 Topics in Summer and All 9 Topics in Fall (a)									
NCHEMS Newsletter - Spring 1982 (No. 83) No cost to MDP. Sent to regular Newsletter mailing list. Institute and tailored seminars not included in ad.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Letter (dated 4/15/83) Addressed to colleagues Sent to Presidents/Chancellors of all institutions. (Bulk mail @ .052)	3,133	$384.74	$1,390.19	N/A	$162.92	$142.85	N/A	$2,080.70	$0.66
Letter (dated 8/15/83) Addressed to colleagues sent to MDP mailing list (Bulk mail @ .052)	1,923	387.50	968.15	$89.00	100.00	150.53	N/A	1,695.18	$0.88
Chronicle Ad - 8/31/83 On-campus Seminars not included in ad.	N/A	N/A	N/A	N/A	12.50	N/A	$575.36 (k)	587.86	N/A
Chronicle Ad - 9/17/83 Institute and on-campus seminars not included in ad. Note: This also included their pull-out supplement, which was free.	N/A	N/A	N/A	N/A		N/A	670.32 (k)	670.32	N/A
NCHEMS Newsletter - Spring 1982 (No. 84) No cost to MDP. Sent to regular Newsletter mailing list. Institute and tailored seminars not included in ad.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advertising Specific Topics and/or Seminars									
(c) Chronicle Ad - 6/1/83	N/A	N/A	N/A	N/A	12.50	N/A	335.16 (k)	347.66	N/A
(c) Chronicle Ad - 6/15/83	N/A	N/A	N/A	N/A	N/A	N/A	335.16 (k)	335.16	N/A
(d) Chronicle Ad - 7/6/83	N/A	N/A	N/A	N/A	12.50	N/A	184.34 (k)	196.84	N/A
(e) Special letter sent 9/6/83 (1st class @ .20)	459	0	262.40	33.36	91.80	45.45	N/A	433.01	$0.94
(f) Chronicle Ad - 9/21/83	N/A	N/A	N/A	N/A	12.50	N/A	335.16 (k)	347.66	N/A
(g) Chronicle Ad - 9/28/83	N/A	N/A	N/A	N/A	12.50	N/A	335.16 (k)	347.66	N/A
(g) Chronicle Ad - 10/5/84	N/A	N/A	N/A	N/A	0	N/A	377.05 (k)	377.05	N/A
(h) Chronicle Ad - 10/12/83	N/A	N/A	N/A	N/A	12.50	N/A	0 (i) (k)	12.50	N/A
(h) Chronicle Ad - 10/19/83	N/A	N/A	N/A	N/A	0	N/A	226.45 (j) (k)	226.45	N/A
TOTAL	5,515	$772.24	$2,620.74	$122.36	$429.72	$338.83	$3,374.16	$7,658.05	

Footnotes follow on separate pages.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Summer/Fall, 1983

Notes

(a) The management institute, availability of tailored on-campus seminars, and five scheduled seminars on five topics (Strategic Planning in the Higher-Education Setting, Promoting Administrative Effectiveness, Managing Decline, Assessing and Improving Institutional Effectiveness, and Assessing the Needs of Industry) were promoted for Summer, 1983, unless otherwise noted. One non-NIE seminar (Assessing the Needs of Industry) was involved.

Fourteen on campus seminar topics and thirteen scheduled seminars on nine topics (Computing Issues in Higher Education, Assessing and Improving Institutional Effectiveness, Linking Planning with Budgeting, Managing Enrollments, Strategic Planning, Designing and Conducting Program Reviews, Strategic Planning for Two-Year Colleges, Needs Assessment for Two-Year Colleges, and Student Outcomes) were promoted for Fall, 1983—unless otherwise noted. Four non-NIE seminar topics were involved (Computing Issues in Higher Education, Linking Planning with Budgeting, Managing Enrollments, and Defining and Conducting Program Reviews.)

(b) In using the figures in the "Cost Per Item" column, be aware that costs will vary based on the number of pieces of paper included in the items mailed (which is not documented in the table) as well as on the mailing class and other factors.

(c) This ad appeared in the 6/1/83 and 6/15/83 editions of the Chronicle of Higher Education re the five-day Management Institute on Making Resource Allocation Decisions held in Aspen on 8/7-12/83.

(d) This ad appeared in the 7/6/83 edition of the Chronicle re the Strategic Planning seminar held in Orlando on 7/25-26/83.

(e) This letter was addressed to colleagues and sent to members of the NCHEMS/NACUBO Network (mailing list provided by NCHEMS re the Linking Planning with Budgeting seminar held in Denver (10/10/83) and San Francisco (10/24/83).

(f) This ad appeared in the 9/21/83 edition of the Chronicle re seminars held in Denver: Linking Planning with Budgeting (10/10/83), Managing Enrollments (10/11-12/83), Strategic Planning (10/13-14/83), Designing and Conducting Program Reviews (10/17-18/83), and the seminar held in Washington DC: Computing Issues in Higher Education (10/3/83) and Institutional Effectiveness (10/4-5/83).

(g) This ad appeared in the 9/28/83 and 10/5/83 editions of the Chronicle re seminars held during the last two weeks of October: Strategic Planning (10/21/83) in San Francisco, Linking Planning with Budgeting (10/24/83)

Notes (Continued)

in San Francisco, Needs Assessments for Two-Year Colleges (10/27/83) in Minneapolis, and Computing Issues in Higher Education (10/28/83) in Minneapolis.

(h) This ad appeared in the 10/12/83 and 10/19/83 editions of the Chronicle re seminars held during November: Computing Issues in Higher Education (11/11/83) in Dallas, Student Outcomes (11/14-15/83) in New Orleans, and Strategic Planning (11/18-19/83) in Chicago.

(i) There was no Chronicle cost because NCHEMS had placed so many ads and paid bills within 20 days.

(j) The Chronicle cost was $97.55 less due to a discount for previous business.

(k) Typsetting expenses are included in the cost of publishing the ad in the newspaper.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Winter/Spring, 1984

Activity	# Mailed	COSTS							Cost Per Item Mailed
		Typesetting	Stat & Envel Printing/Copying	Labels & Search	Postage	Other Mailing Serv	Publ Cost in Newspapers	Total	
Advertising 7 Topics (a)									
Letter (c) Mailed during first week in December, 1983. Addressed to colleagues. Sent to MDP mailing list. (34 1st class mail @ .37 & 2,104 bulk mail @ .052)	2,138	$647.50	$1,396.59	$176.80	$121.99	$201.81	N/A	$2,544.69	$1.19
Chronicle Ad - 12/14/83 Did not include tailored on-campus seminars	N/A	N/A	N/A	N/A	12.50	N/A	$266.69 (b) (i)	279.19	N/A
Chronicle Ad - 1/25/84 Did not include tailored on-campus seminars	N/A	N/A	N/A	N/A		N/A	486.00 (i)	486.00	N/A
Chronicle Ad - 3/21/84 Did not include tailored on-campus seminars	N/A	N/A	N/A	N/A	N/A	N/A	324.00 est (i)	324.00	N/A
NCHEMS Newsletter - March 1984 (No. 84) No cost to MDP. Sent to regular Newsletter mailing list.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advertising Specific Topics and/or Seminars									
(d) Chronicle Ad - 9/21/83	N/A	N/A	N/A	N/A	12.50	N/A	184.34 (i)	196.84	N/A
(d) Chronicle Ad - 10/5/83	N/A	N/A	N/A	N/A		N/A	174.64 (i)	174.64	N/A
(e) Special letter sent 10/25/83 (1st class mail @ .20)	75.00 est	N/A	965.60 est	N/A		N/A	N/A	80.60 est	$1.07 est
(d) Chronicle Ad - 10/26/83	N/A	N/A	N/A	N/A	15.00 est	N/A	176.64 (i)	176.64	N/A
(d) Chronicle Ad - 12/7/83	N/A	N/A	N/A	N/A		N/A	178.20 (i)	178.20	N/A
(d) Chronicle Ad - 12/14/83	N/A	N/A	N/A	N/A		N/A	169.78 (i)	169.78	N/A
(f) Chronicle Ad - 1/25/84	N/A	N/A	N/A	N/A		N/A	324.00 (i)	336.50	N/A
(f) Chronicle Ad - 2/1/84	N/A	N/A	N/A	N/A	12.50	N/A	324.00 (i)	324.00	N/A
(g) Chronicle Ad - 2/1/84	N/A	N/A	N/A	N/A		N/A	324.00 (i)	324.00	N/A
(f) Chronicle Ad - 2/8/84	N/A	N/A	N/A	N/A		N/A	317.52 (i)	317.52	N/A
(h) Chronicle Ad - 2/22/84	N/A	N/A	N/A	N/A	12.50	N/A	687.96 (i)	700.46	N/A
(i) Chronicle Ad - 3/14/84	N/A	N/A	N/A	N/A	12.50	N/A	317.52 (i)	330.02	N/A
(g) Chronicle Ad - 4/11/84	N/A	N/A	N/A	N/A		N/A	317.52 (i)	317.52	N/A
(j) Chronicle Ad - 5/9/84	N/A	N/A	N/A	N/A	N/A	N/A	317.52 (i)	317.52	N/A
(g) Chronicle Ad - 5/16/84	N/A	N/A	N/A	N/A	N/A	N/A	317.52 (i)	317.52	N/A
TOTAL	2,213	$647.50	$1,462.19	$176.80	$199.49	$201.81	$5,207.85	$7,895.64	

Footnotes follow on separate pages.

Monitoring Costs of Promotional Activities
Winter/Spring, 1984

Notes

(a) Two five-day Management Institutes, availablity of tailored on-campus seminars, and thirteen scheduled seminars on six topics (Microcomputers: Acquisition and Integration, Student Outcomes, Linking Planning with Budgeting, Strategic Planning in the Higher-Education Setting, Strategic Planning for Two-Year Colleges, and Designing and Conducting Program Reviews) were promoted for Spring 1984--unless otherwise noted. Three of the seven topics (Microcomputers: Acquisition and Integration, Linking Planning wilth Budgeting, and Designing and Conducting Program Reviews) were non-NIE seminars.

(b) In using the figures in the "Cost Per Item" column, be aware that costs will vary based on the number of pieces of paper included in items mailed (which is not documented in the table) as well as on the mailing class and other factors.

(c) Also sent 200 of the promotional letter as handouts at the annual AAHE meeting (March, 1984) and 180 as handouts at the annual AIR meeting (May, 1984).

(d) This ad appeared in the 9/21/83, 10/5/83, 10/26/83, 12/7/83, and 12/14/83 editions of the Chronicle re the five-day Management Institute on Making Resource Allocation Decisions held in Boulder, CO on 1/8-13/84.

(e) This letter was addressed to colleagues and sent to individuals who had inquired about the August, 1983 five-day Management Institute to promote the same Institute being held 1/8/-13/84.

(f) This ad appeared in the 1/25/84, 2/1/84, and 2/8/84 editions of the Chronicle re these seminars held in Orlando, FL during February 1984: Microcomputers: Acquisition and Integration (2/15/84), Student outcomes (2/16-17/84), Linking Planning with Budgeting (2/20-21/84), and Strategic Planning for Two-Year Colleges (2/21/84).

(g) This ad appeared in the 2/1/84, 4/11/84, and 5/16/84 editions of the Chronicle re the Five-Day Management institute on Making Resource Allocation Decisions held in Boulder, CO on 7/8-13/84.

(h) This ad appeared in the 2/22/84 edition of the Chronicle re all available On-Campus Seminar topics: Strategic Planning in the Higher Education Setting, Strategic Planning for Two-Year Colleges, Strategic Management for Small, Private Institutions, Needs Assessments for Two-Year Colleges, Developing Partnerships Between Higher Education and Industry, Managing Institutional Enrollments, Program Reviews, Student Outcomes, Linking Planning with Budgeting, Providing Information for Management, Microcomputers: Acquisition and Integration, Assessing and Improving Institutional Effectiveness, Promoting Effectiveness, and Managing Decline.

Monitoring Costs of Promotional Activities
Winter/Spring, 1984

Notes (Continued)

(i) This ad appeared in the 3/14/84 edition of the Chronicle re these seminars held in Philadelphia, PA, during April 1984: Strategic Planning in the Higher Education Setting (4/5-6/84), Designing and Conducting Program Reviews (4/9-10/84), Microcomputers: Acquisition and Integration (4/11/84), and Linking Planning with Budgeting (4/12-13/84)

(j) This ad appeared in the 5/9/84 edition of the Chronicle re these seminars held in Cincinnati, OH, and Seattle, WA, during June 1984: Student Outcomes (Cincinnati, OH 6/11-12/84), Linking Planning with Budgeting (Cincinnati, OH 6/13-14/84), Strategic Planning in the Higher Education Setting (Seattle, WA 6/18-19/84), Strategic Planning for Two-Year Colleges (Seattle, WA 6/20/84), and Program Reviews (Seattle, WA 6/21-22/84).

(k) NCHEMS received a $200.37 rebate on this ad from a discount that should have been received on some preceding ads.

(l) Typesetting expenses are included in the cost for publishing the ad in the newspaper.

MANAGEMENT DEVELOPMENT PROGRAM
MONITORING COSTS OF PROMOTIONAL ACTIVITIES
Summer/Fall 1984

Activity	# Mailed	COSTS							Cost Per Item Mailed (i)
		Typesetting	Stat & Envel Printing/Copying	Labels & Search	Postage	Other Mailing Serv	Publ Cost in Newspapers	Total	
Advertising & Topics (a)									
Chronicle Ad - 5/16/84 Did not include tailored on-campus seminars	N/A	N/A	N/A	N/A	$12.50	N/A	$476.28 (h)	$488.78	N/A
Letter (b) Mailed during last week in August, 1984. Addressed to colleagues. Sent to Seminar mailing list (2,467), Education Directory mailing list (12,825), and recent inquiries (70). (15,068 bulk rate of .0521 each and 294 1st class @ app. .22 each	15,362	$143.75	$3,096.05	$315.86	$48.34	$642.15	N/A	5,046.15	$0.3285
Advertising Specific Topics and/or Seminars									
(c) Chronicle Ad - 9/5/84	N/A	N/A	N/A	N/A	6.25	N/A	476.28 (h)	482.53	N/A
(d) Chronicle Ad - 9/5/84	N/A	N/A	N/A	N/A	6.25	N/A	687.96 (h)	694.21	N/A
(e) Chronicle Ad - 9/19/84	N/A	N/A	N/A	N/A	12.50	N/A	98.49 (g) (h)	110.99	N/A
(f) Chronicle Ad - 10/10/84	N/A	N/A	N/A	N/A	N/A	N/A	308.70 (h)	308.70	N/A
TOTAL	15,362	$143.75	$3,096.05	$315.86	$885.84	$642.15	$2,047.71	$7,131.36	

Footnotes follow on separate pages.

Monitoring Costs of Promotional Activities
Summer/Fall 1984

Notes

(a) One five-day Management Institute, availability of tailored on-campus seminars, and fourteen scheduled seminars on six topics (Identifying and Measuring Student Outcomes, Linking Planning with Budgeting, Strategic Planning in the Higher Education Setting, Strategic Planning for Two-Year Community Colleges, Designing and Conducting Program Reviews, and Needs Assessments for Two-Year Community and Technical Colleges) were promoted for Summer/Fall 1984--unless otherwise noted. Two of the seven topics (Linking Planning with Budgeting and Designing and Conducting Program Reviews) were non-NIE topics.

(b) For promotional letters sent to the Higher Education Directory mailing list, the titles selected were: Presidents/Chancellors, Chief Academic Officers, Chief Business Officers, Chief Planning Officers, and Chief Student Life Officers.

(c) This ad appeared in the pull out supplement of the 9/5/84 edition of The Chronicle re these seminars held in Fall 1984: Identifying and Measuring Student Outcomes (Atlanta, Ga 10/11-12/84), Linking Planning with Budgeting (Boston, MA 10/1-2/84, Dallas, TX 11/15-16/84), Strategic Planning (Boston, MA 10/4-5/84, San Diego, CA 10/25-26/84), Strategic Planning for Two-Year Colleges (Boston, MA 10/5/84 and San Diego, Ca 10/29/84), Designing and Conducting Program Reviews (Dallas, TX 11/12-13/84) and Needs Assessments for Two-Year Colleges (San Diego, CA 10/30/84).

(d) This ad appeared in the pull out supplement of the 9/5/84 edition of The Chronicle of re all available On-Campus seminar topics: Strategic Planning in the Higher Education Setting, Strategic Planning for Two-Year Colleges, Strategic Management for Small, Private Institutions, Needs Assessments for Two-Year Colleges, Developing Partnerships Between Higher Education and Industry, Managing Institutional Enrollments, Designing and Conducting Program Reviews; Student Outcomes, Linking Planning with Budgeting, Providing Information for Management, Microcomputers: Acquisition and Integration, Institutional Effectiveness, Administrative Effectiveness, and Managing Decline.

(e) This ad appeared in the 9/19/84 editon of The Chronicle re these seminars held in Boston, MA and Atlanta, GA during October 1984: Linking Planning with Budgeting (Boston, MA 10/1-2/84), Strategic Planning (Boston, MA 10/4-5/84), Strategic Planning for Two-Year Colleges (Boston, MA 10/5/84), and Student Outcomes (Atlanta, GA 10/11-12/84).

Monitoring Costs of Promotional Activities
Summer/Fall 1984

Notes (Continued)

(f) This ad appeared in the 10/10/84 edition of the The Chronicle re these seminars held in San Diego, CA and Dallas, Tx during October/Nobember 1984: Strategic Planning for Two-Year Colleges (San Diego, CA 10/29/84), Needs Assessments for Two-Year Colleges (San Diego, CA 10/30/84), Strategic Planning in the Higher Education Setting (San Diego, CA 11/5-6/84), Designing and Conducting Program Reviews (Dallas, TX 11/12/-13/84), and Linking Planning with Budgeting (Dallas, TX 11/15-16/84).

(g) Includes a rebate of $204.50 for reaching a specific business-level quantity.

(h) Typesetting expenses are included in the cost for publishing the ad in the newspaper.

(i) In using the figures in the "Cost Per Item" Column, be aware that costs will vary based on the number of pieces of paper included in items mailed (which is not documented in the table) as well as on the mailing class and other factors.

Exhibit I

SUMMARY OF SEMINAR INCOME/EXPENDITURES

General Audience Seminars:
Fall, 1980
Winter/Spring, 1981
Fall, 1981
Winter/Spring, 1982
Summer/Fall, 1982
Winter/Spring, 1983
Summer/Fall, 1983
Winter/Spring/Summer, 1984
Fall, 1984

On Campus Seminars:
1983
1984

SEMINAR INCOME/EXPENDITURES
Fall, 1980 through Winter/Spring, 1981

Seminar Topic: Stratigic Planning in the Higher Education Setting — Instructor: Robert Shirley

Date	Location	# Part	FINAL DIRECT EXPENSES(a) Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Inst. Materials (e)	Partic. Materials (f)	Total	Fee Income	Gain or (Loss)
Fall 1980										
9/25/80	Washington, D.C.	10	$ 394.71	$ 547.85	$ 1,027.89	$ 57.22	$ 238.88	$ 2,266.55	$ 1,750	$ (516.55)
9/26/80	Philadelphia	12	362.48	547.85	1,045.17	57.22	238.88	2,251.60	2,100	(151.60)
10/10/80	Chicago	32	724.65	547.85	1,170.50	134.36	369.33	2,946.69	5,600	2,653.31
10/30/80	Newark/NYC	29	649.53	547.85	1,015.34	134.36	351.35	2,698.43	5,075	2,376.57
10/31/80	Boston	36	893.77	547.85	1,130.22	134.36	351.35	3,057.55	6,300	3,242.45
11/20/80	Williamsburg*	23	495.04	547.85	1,149.59	134.36	287.37	2,614.21	4,025	1,410.79
11/21/80	Atlanta	23	566.33	547.85	1,152.47	134.36	287.37	2,688.38	4,025	1,336.62
	TOTAL	165	$4,086.51	$3,834.95	$ 7,691.18	$786.24	$2,124.53	$18,523.41	$28,875	$10,351.59
Winter/Spring 1981										
2/12/81	San Francisco	26	$ 724.24	$ 315.63	$ 1,162.36	$ --	$ 199.16	$ 2,401.39	$ 4,550	$ 2,148.61
2/13/81	Los Angeles	29	613.29	315.63	1,232.76	--	225.23	2,386.91	5,075	2,688.09
3/03/81	Washington, D.C.**	30	711.78	1,090.58	1,503.45	10.00	235.19	3,551.00	5,110	1,559.00
4/09/81	New Orleans	15	379.56	1,139.72	1,048.10	10.00	134.58	2,711.96	2,660	(51.96)
4/10/81	San Antonio	20	549.29	1,151.78	1,032.47	10.00	192.88	2,936.42	3,710	773.58
6/04/81	St. Louis	18	349.94	893.00	926.47	10.00	181.56	2,360.97	3,185	824.03
6/05/81	Chicago	34	706.53	893.00	993.84	10.00	281.88	2,885.25	5,910	3,024.75
	TOTAL	172	$4,034.63	$5,799.34	$ 7,899.45	$ 50.00	$1,450.48	$19,233.90	$30,200	$10,966.10
	GRAND TOTAL	337	$8,121.14	$9,634.29	$15,590.63	$836.24	$3,575.01	$37,757.31	$59,075	$21,317.69

(a) Direct expenses do not include the cost of development, NCHEMS staff salaries and benefits, or other NCHEMS overhead.
(b) Meeting site expenses include audiovisual rental and meeting room rental and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.
(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, mailing labels, postage, mailroom services, and publishing of ads. These expenses are usually prorated over several seminars that are promoted together.
(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor's fees.
(e) Instructor's materials includes typesetting or preparation of overheads and cost of any other materials specifically needed by the instructors for his or her use.
(f) Participants' materials include the individual notebook costs and the costs of typesetting, printing, and copying notebook contents. It also includes costs for reference materials handed out, participants lists, name tags, and evaluation forms.

*Following the American Association of State Colleges and Universities (AASCU) annual meeting on November 16 - 19.
**Prior to the American Association for Higher Education (AAHE) annual meeting on March 4 - 6, 1981.

SEMINAR INCOME/EXPENDITURES
Fall, 1981

Topic / Date	Location	# Part	Final Direct Expenses (a)						Fee Income	Gain or (Loss)
			Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Instr. Materials (e)	Partic. Materials (f)	Total		
Strategic Planning										
Sept. 24, 1981	Detroit, MI	Canc.	N/A	624.97	N/A	N/A	N/A	624.97	N/A	(624.97)
Sept. 25, 1981	New York, NY	27	1,004.73	624.98	1,497.91	3.05	268.17	3,398.84	4,655.00	1,256.16
Oct. 12, 1981	Lexington, KY	28	416.06	624.98	1,064.42	3.05	270.80	2,379.31	5,240.00	2,860.69
Oct. 13, 1981	(g)Washington, DC	23	730.41	624.98	1,168.10	3.05	252.72	2,779.26	4,365.00	1,585.74
Nov. 19, 1981	Raleigh, NC	30	620.81	1,079.55	1,254.05	-	298.23	3,252.64	5,630.00	2,377.36
Nov. 21, 1981	Tampa, FL	22	313.89	1,079.55	1,216.21	-	266.81	2,876.46	3,795.00	918.54
	ST	130	3,085.90	4,659.01	6,200.69	9.15	1,356.73	15,311.48	23,685.00	8,373.52
Evaluating Higher Education										
Sept. 17-18, 1981	San Francisco, CA	18	1,302.00	730.67	2,222.40	-	481.67	4,736.74	4,620.00	(116.74)
Oct. 22-23, 1981	Chicago, IL	23	1,259.60	730.69	2,259.95	1.52	503.92	4,755.68	6,175.00	1,419.32
Nov. 12-13, 1981	Boston, MA	22	989.19	916.93	2,341.82	-	476.44	4,724.38	5,950.00	1,225.62
	ST	63	3,551	2,378.29	6,824.17	1.52	1,462.03	14,216.80	16,745.00	2,528.20
Legal Planning										
Sept. 21, 1981	San Francisco, CA	Canc.	N/A	690.46	N/A	N/A	11.32	701.78	N/A	(701.78)
Nov. 16, 1981	Boston, MA	29	646.72	953.18	1,206.95	-	233.98	3,040.83	5,550.00	2,509.17
	ST	29	646.72	1,643.64	1,206.95	0.00	245.30	3,742.61	5,550.00	1,807.39
Grand Total (incl. cancellations)		222	7,283.41	8,680.94	14,231.81	10.67	3,064.06	33,270.89	45,980.00	12,709.11
Grand Total (excl. cancellations)		222	7,283.41	7,365.51	14,231.81	10.67	3,052.74	31,944.14	45,980.00	14,035.86
Ave. Per Seminar (excl cancellations) (9 seminars held)		25	809.27	818.39	1,581.31	1.19	339.19	3,549.35	5,108.89	1,559.54

(a) Direct expenses do not include the cost of development, NCHEMS staff salaries and benefits, or other NCHEMS overhead.
(b) Meeting site expenses include audiovisual rental and meeting room rental and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.
(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, mailing labels, postage, mailroom services, and publishing of ads. These expenses are usually prorated over several seminars that are promoted together.
(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor's fees.
(e) Instructor's materials include typesetting or preparation of overheads and cost of any other materials specifically needed by the instructor for his or her use.
(f) Participants' materials include the individual notebook costs and the costs of typesetting, printing, and copying notebook contents. It also includes costs for reference materials handed out, participants lists, name tags, and evaluation forms.
(g) Scheduled just prior to ACE annual meeting in Washington, DC.

BEST COPY AVAILABLE

SEMINAR INCOME/EXPENDITURES
Winter/Spring, 1982

Topic / Site	Location	# Part	Final Direct Expenses (a) Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Instr. Materials (e)	Partic. Materials (f)	Total	Fee Income	Gain or (Loss)
Relevance of Curriculum										
Feb. 1-2, 1982	Honolulu, HI	0	630.11	633.69	1,871.97	10.00	219.80	3,389.57	2,240.00	(1,149.57)
Mar. 1-2, 1982	Washington, DC	Canc.	0/0	899.84	0/0	-	222.48	1,832.32	0/0	(1,832.32)
Mar. 1-2, 1982	Seattle, WA	Canc.	0/0	899.83	0/0	-	199.84	999.84	0/0	(999.84)
Mar. 1-2, 1982	Los Angeles, CA	Canc.	0/0	899.82	0/0	-	199.84	999.82	0/0	(999.83)
	ST	0	630.11	3,983.18	1,871.97	10.00	822.30	6,421.56	2,240.00	(4,181.56)
Strategic Planning										
Mar. 9, 1982	Phoenix, AZ	Canc.	0/0	776.99	0/0	-	138.26	915.16	0/0	(915.16)
Mar. 26, 1982	Minneapolis, MN	17	357.27	852.41	1,376.52	-	172.11	2,758.32	3,725.00	966.68
Mar. 27, 1982	Tulsa, OK	Canc.	0/0	851.33	0/0	-	154.38	985.71	0/0	(985.71)
May 10-11, 1982	San Francisco, CA	10	649.39	696.51	2,219.16	-	250.00	3,815.06	4,065.00	249.94
May 24, 25, 1982	Boston, MA	16	1,061.15	820.33	2,690.48	-	250.00	4,231.96	4,560.00	328.04
	ST	47	2,067.81	4,007.48	5,686.17	0.00	944.75	12,706.21	12,250.00	(456.21)
Legal Planning										
Feb. 2-3, 1982	(p)Washington, DC	12	786.93	1,291.60	1,997.87	2.10	232.34	4,130.84	3,300.00	(830.84)
Mar. 29-30, 1982	Chicago, IL	18	866.32	2,042.41	2,160.69	11.25	326.52	5,407.19	4,870.00	(537.19)
May 3-4, 1982	San Francisco, CA	16	599.43	2,685.99	2,267.37	-	250.00	5,802.79	3,080.00	(2,722.79)
	ST	46	2,172.68	5,929.91	6,415.93	13.35	808.86	15,340.73	11,250.00	(4,090.73)
Evaluation										
Feb. 4-5, 1982	Honolulu, HI	16	823.99	689.63	2,363.57	-	372.35	4,274.63	4,460.00	185.37
Apr. 22-23, 1982	Louisville, KY	11	312.75	1,032.50	1,499.71	-	397.21	3,732.17	3,260.00	(472.17)
May 6-7, 1982	Washington, DC	15	1,238.68	1,980.65	1,911.50	-	250.00	5,480.23	4,385.00	(1,095.23)
	ST	42	2,486.73	3,698.78	6,264.78	0.00	1,119.76	13,490.05	12,105.00	(1,385.05)
Enrollment Planning										
Mar. 10-11, 1982	Phoenix, AZ	Canc.	0/0	672.41	0/0	-	157.36	830.77	0/0	(830.77)
Mar. 24-25, 1982	New York, NY	17	1,806.74	813.33	2,305.10	9.50	570.57	5,505.32	4,835.00	(670.32)
Apr. 3-4, 1982	(q)St. Louis, MO	Canc.	0/0	888.62	0/0	-	154.85	1,043.47	0/0	(1,043.47)
Apr. 28-29, 1982	Tulsa, OK	Canc.	0/0	888.63	0/0	-	154.83	1,043.46	0/0	(1,043.46)
May 12-13, 1982	Washington, DC	28	1,188.56	1,645.37	2,148.50	250.00	250.00	5,482.43	7,660.00	2,177.57
	ST	45	2,995.30	4,909.36	4,453.60	259.50	1,287.61	13,905.45	12,495.00	(1,410.45)
Rate of Information										
May 10-11, 1982	Washington, DC	22	1,629.32	1,891.10	1,388.80	-	250.00	4,959.22	8,960.00	4,000.78
Administrative Effectiveness										
Mar. 29-30, 1982	Honolulu, HI	Canc.	0/0	1,086.45	0/0	-	166.79	1,253.24	0/0	(1,253.24)
May 20-21, 1982	Boston, MA	30	1,719.61	2,744.14	2,767.77	-	250.00	7,481.52	8,810.00	1,328.48
	ST	30	1,719.61	3,830.59	2,767.77	0.00	416.79	8,734.86	8,810.00	75.14
Grand Total (Incl. cancellations		250	13,425.56	27,256.40	28,849.02	282.95	5,650.17	75,338.08	68,210.00	(7,348.08)
Grand Total (Excl. cancellations)		250	13,425.56	19,755.57	28,849.02	282.95	4,141.10	66,454.18	68,210.00	1,755.82
Ave. Per Seminar (Excl. Cancellations) (14 seminars held)		18	958.97	1,411.11	2,060.64	20.21	295.79	4,746.73	4,872.14	125.42

(a) Direct expenses do not include the cost of development, NCHEMS or ll salaries and benefits or other NCHEMS overhead.
(b) Meeting site expenses include audio/visual rental and meeting room rental and other costs a meeting site for participants, such as meals, beverage breaks, and social functions.
(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, mailing labels, postage, waitress services,and publishing of ads. These expenses are usually prorated over several seminars that are presented together.
(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor's fees.
(e) Instructor's materials include typesetting or preparation of overheads and cost of any other materials specifically needed by the instructor for his or her use.
(f) Participants' materials include the individual notebook costs of typesetting, printing, and copying notebook contents. It also includes costs for reference materials handed out, participants lists, name tags, and evaluation forms.
(g) Scheduled just prior to NCHE's and AHE's annual meetings in Washington, D.C.
(h) Scheduled just prior to AERA's annual meeting in St. Louis.

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SEMINAR INCOME/EXPENDITURES
Summer/Fall, 1982

Topic / Date	Location	# Part	Final Direct Expenses (a)						Fee Income	Gain (Loss)
			Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Instr. Materials (e)	Part Materials (f)	Total		
Dynamics of Decisionmaking										
Sept. 28-29, 1982	Montreal, Can.	Conc.	N/A	1,264.59	N/A	-	185.00	1,449.59	N/A	(1,449.59)
Strategic Planning										
July 12-13, 1982	Williamsburg, VA	16	712.80	433.66	2,289.45	-	250.00	3,656.91	4,790.00	1,133.09
July 20-21, 1982	New York City, NY	22	2,068.44	1,139.10	2,412.15	-	250.00	5,869.71	6,490.00	620.29
Aug. 12-13, 1982	Chicago, IL	20	1,218.78	1,031.12	2,067.41	-	250.00	4,567.31	8,132.00	3,464.69
Sept. 30-Oct. 1, 1982	Montreal, Can.	16	856.08	919.11	2,797.11	-	200.00	4,772.30	4,395.00	(448.30)
Oct. 28-29, 1982	(g)Nashville, TN	22	745.27	1,061.77	1,866.32	-	350.00	3,923.36	6,450.00	2,526.64
Dec. 12-17, 1982	Los Angeles, CA	Conc.	N/A	329.83	N/A	-	150.00	479.83	N/A	(479.83)
		ST: 106	5,702.39	4,914.59	11,402.44	0.00	1,350.00	23,369.42	30,150.00	6,780.58
Legal Planning										
July 22-23, 1982	New York City, NY	Conc.	N/A	1,061.00	N/A	-	150.00	1,211.00	N/A	(1,211.00)
Nov.10-11, 1982	Dallas, TX	10	405.55	1,199.01	1,945.24	-	250.00	3,799.80	2,670.00	(1,129.80)
Dec.6-7, 1982	Tampa, FL	Conc.	N/A	1,508.02	N/A	-	150.00	1,658.02	N/A	(1,658.02)
		ST: 10	405.55	3,768.03	1,945.24	0.00	550.00	6,668.82	2,670.00	(3,998.82)
Evaluation										
Dec. 2-3, 1982	Tampa, FL	13	682.44	1,556.79	2,076.81	-	250.00	4,566.04	3,795.00	(771.04)
Dec. 9-10, 1982	Los Angeles, CA	12	811.87	1,271.52	1,924.64	-	250.00	4,258.03	3,540.00	(718.03)
		ST: 25	1,494.31	2,828.31	4,001.45	0.00	500.00	8,824.07	7,335.00	(1,489.07)
Enrollment Planning										
Oct. 27-28, 1982	Chicago, IL	14	706.65	886.56	2,171.68	250.00	250.00	4,264.89	3,890.00	(374.89)
Nov.18-19, 1982	Pittsburgh, PA	18	899.63	886.56	2,276.76	250.00	250.00	4,562.95	5,190.00	627.05
		ST: 32	1,606.28	1,773.12	4,448.44	500.00	500.00	8,827.84	9,120.00	292.16
Information for Management										
Aug. 10-11, 1982	Chicago, IL	16	1,028.88	755.92	1,897.94	-	250.00	3,932.74	3,990.00	57.26
Nov. 8-9, 1982	Dallas, TX	17	1,130.20	1,247.78	949.85	-	250.00	3,577.83	5,015.00	1,437.17
Nov. 29-30, 1982	(h)Hilton Head, SC	22	1,307.29	1,586.79	1,604.26	-	250.00	4,748.34	6,370.00	1,621.66
		ST: 55	3,466.37	3,590.49	4,452.05	0.00	750.00	12,258.91	15,375.00	3,116.09
Administrative Effectiveness										
July 14-15, 1982	Williamsburg, VA	Conc.	N/A	355.92	N/A	-	150.00	505.92	N/A	(505.92)
Oct. 7-8, 1982	San Francisco, CA	12	937.57	1,261.98	2,585.53	-	200.00	4,985.08	7,540.00	11,445.08
		ST: 12	937.57	1,617.90	2,585.53	0.00	350.00	5,491.00	7,540.00	(11,951.00)
2 Yr. Strategic Planning										
Oct. 21, 1982	Chicago, IL	Conc.	N/A	886.56	N/A	-	100.00	986.56	N/A	(986.56)
Oct. 22, 1982	Philadelphia, PA	9	298.76	886.56	1,248.37	-	200.00	2,633.69	1,480.00	(1,153.69)
		ST: 9	298.76	1,773.12	1,248.37	0.00	300.00	3,620.25	1,480.00	(2,140.25)
Needs Assessment										
Oct. 25-26, 1982	Philadelphia, PA	21	918.32	1,204.73	895.29	0.00	250.00	3,268.34	6,035.00	2,766.66
Facilities Management										
Nov. 22-23, 1982	Atlanta, GA	16	760.12	1,819.83	1,926.79	0.00	250.00	4,756.74	4,320.00	(436.74)
Student Outcomes										
Dec. 7-8, 1982	Los Angeles, CA	12	846.45	1,546.80	776.29	0.00	250.00	3,419.54	3,520.00	100.46
Consulting In Higher Education										
Oct. 5-6, 1982	San Francisco, CA	Conc.	N/A	1,314.98	N/A	0.00	185.00	1,499.98	N/A	(1,499.98)
Managing Decline										
Oct. 12, 1982	(i)Minneapolis, MN	15	343.33	1,216.97	1,531.71	0.00	200.00	3,292.01	2,745.00	(547.01)
Grand Total (Incl. cancellations)		311	16,779.45	28,633.46	33,213.60	500.00	5,620.00	84,746.51	84,290.00	(456.51)
Grand Total (Excl. cancellations)		311	16,779.45	21,912.54	33,213.60	500.00	4,550.00	78,955.61	84,290.00	7,334.39
Average Per Seminar (Excl. cancellations) (19 seminars held)		16	883.13	1,153.29	1,853.35	26.32	239.47	4,155.56	4,541.58	386.02

(a) Direct expenses do not include the cost of development, NCHEMS staff salaries and benefits, or other NCHEMS overhead.
(b) Meeting site expenses include audiovisual rental and meeting room rental and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.
(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, labels, postage, mailroom services, and publishing of ads. These expenses are usually prorated over several seminars that are promoted together.
(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor's fees.
(e) Instructor's materials include typesetting or preparation of overheads and cost of any other materials specifically needed by the instructor for his or her use.
(f) Participants' materials include the individual notebook costs and the costs of typesetting, printing, and copying notebook contents. It also includes costs for reference materials handed out, participants lists, name tags, and evaluation forms.
(g) Scheduled just prior to AASCU's annual meeting in Nashville.
(h) Scheduled just prior to CASHE's annual meeting in Hilton Head.
(i) Scheduled just prior to ACE's annual meeting in Minneapolis.

*Excluding staff instructor's salary time that was charged to the Management Development Program.

SEMINAR INCOME/EXPENDITURES
Winter/Spring, 1983

Topic / Date	Location	# Part	Final Direct Expenses (a): Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Part Materials (e)	Total	Fee Income	Gain or (Loss)
STUDENT OUTCOMES									
Feb 28 - Mar 1, 1983	Atlanta, GA	Canc.	0	1,191	0	0	1,191	0	(1,191)
April 4-5, 1983	Boston, MA	17	1,077	1,191	1,638	607	4,513	6,800	2,287
	ST	17	1,077	2,382	1,638	607	5,704	6,800	1,096
ENROLLMENT PLANNING									
Mar 2, 1983	Atlanta, GA	Canc.	0	1,191	0	130	1,321	0	(1,321)
Mar 23-24, 1983	Boston, MA	Canc.	0	1,191	0	130	1,321	0	(1,321)
	ST	0	0	2,382	0	260	2,642	0	(2,642)
STRATEGIC PLANNING									
Mar 3-4, 1983	Atlanta, GA	Canc.	0	1,191	0	0	1,191	0	(1,191)
Mar 31 - Apr 1, 1983	Boston, MA	17	905	1,191	2,535	607	5,238	6,800	1,562
	ST	17	905	2,382	2,535	607	6,429	6,800	371
PROVIDING INFO FOR MANAGEMENT									
Mar 17-18, 1983	Boston, MA	Canc.	0	1,191	0	142	1,333	0	(1,333)
LEGAL PLANNING									
Mar 23-24, 1983	Boston, MA	Canc.	0	1,191	0	600	1,991	0	(1,991)
FACILITIES MANAGEMENT									
Mar 23-24, 1983	Boston, MA	Canc.	0	1,191	0	130	1,321	0	(1,321)
May 17-18, 1983	Chicago, IL	Canc.	0	1,191	0	130	1,321	0	(1,321)
	ST	0	0	2,382	0	260	2,642	0	(2,642)
ENROLLMENT DECLINE									
Mar 24, 1983	Reno, NV	Canc.	44	1,225	0	384	1,653	0	(1,653)
Apr 4, 1983	Chicago, IL	Canc.	44	1,225	0	384	1,653	0	(1,653)
	ST	0	88	2,450	0	768	3,306	0	(3,306)
PROMOTING ADMIN EFFECTIVENESS									
Apr 5-6, 1983	Chicago, IL	10	634	1,191	3,157	350	5,332	4,000	(1,332)
MEETING NEEDS & STRAT PLAN - 2 YR COLLEGE									
Apr 27, 1983	New Orleans, LA	19	399	1,191	1,860	660	4,110	3,100	(1,010)
ADDRESS NEEDS OF INDUSTRY									
Apr 7-8, 1983	Chicago, IL	Canc.	0	1,291	160	518	1,969	0	(1,969)
GRAND TOTAL (Including Cancellations)		63	3,323	18,033	9,290	4,372	35,018	20,700	(14,318)
GRAND TOTAL (Excluding Cancellations)		63	3,235	6,764	9,190	2,024	19,213	20,700	1,487
AVERAGE PER SEMINAR (Excluding Cancellations) (4 Seminars/Institutes Held)		16	809	1,191	2,298	506	4,803	5,175	372

Non ASE Seminars

(a) Direct expenses do not include the cost of development of a topic.

(b) Meeting site expenses include audiovisual rental, meeting room rental, and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.

(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, labels, postage, mailroom services, and publishing of ads. These expenses were all charged to one master account, but for this table, the cost has been divided evenly among all the seminars advertised in order to derive an estimated total direct cost per each seminar, including promotion expenses.

(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor(s)' fees.

(e) Participant's materials include the typesetting, printing, and copying of seminar notebook contents. Also included is the cost for reference materials handed out, participant's lists, name tags and evaluation forms.

SEMINAR INCOME/EXPENDITURES
Summer/Fall, 1983

Topic / Date	Location	# Part	Final Direct Expenses (a)					Fee Income	Gain or (Loss)
			Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Part Materials (e)	Total		
FIVE-DAY MANAGEMENT INSTITUTE: RESOURCE ALLOCATION DECISIONMAKING									
Aug 7-12, 1983	Breckenridge, CO	11	615	475	7,681	750	9,521	9,900	379
STRATEGIC PLANNING									
June 20-21, 1983	Denver, CO	Canc.	0	475	0	0	475	0	(475)
July 25-26, 1983	Orlando, FL	10	543	475	2,706	250	3,974	4,000	26
Oct 13-14, 1983	Denver, CO	10	490	475	2,017	250	3,233	3,500	265
Nov 10-11, 1983	Chicago, IL	13	830	475	2,556	375	4,236	5,250	1,014
	ST	33	1,871	1,900	7,274	875	11,920	12,750	830
ASSESS & IMPROV INST EFFECT									
June 27-28, 1983	Orlando, FL	Canc.	0	475	0	0	475	0	(475)
Oct 4-5, 1983	Washington, DC	6	295	475	1,862	200	2,832	2,100	(732)
	ST	6	295	950	1,862	200	3,307	2,100	(1,207)
MARKETING DECLINE									
June 29, 1983	Orlando, FL	Canc.	44	500	0	384	936	0	(936)
PROMOTING ADMIN EFFECTIVENESS									
June 30-July 1, 1983	Orlando, FL	Canc.	0	475	0	0	475	0	(475)
STRATEGIC PLANNING - 2 YR COLLEGES									
Oct 31, 1983	San Francisco, CA	10	339	475	1,233	300	2,349	1,750	(599)
STUDENT OUTCOMES									
Nov 14-15, 1983	New Orleans, LA	17	1,200	475	1,679	425	3,859	5,750	890
NEEDS ASSESSMENTS FOR - 2 YR COLLEGES									
Oct 27, 1983	Minneapolis, MN	Canc.	0	475	0	91	566	0	3,384
* ASSESS NEEDS OF INDUSTRY									
July 21-22, 1983	Orlando, FL	Canc.	0	575	100	518	1,193	0	(1,193)
* COMPUTING ISSUES IN HIGHER ED									
Oct 3, 1983	Washington, DC	5	216	475	1,271	125	2,087	875	(1,212)
Oct 28, 1983	Minneapolis, MN	Canc.	0	475	0	0	475	0	(475)
Nov 11, 1983	Dallas, TX	Canc.	0	475	0	0	475	0	(475)
	ST	5	216	1,425	1,271	125	3,037	875	(2,162)
* LINKING PLANNING WITH BUDGETING									
Oct 18, 1983	Denver, CO	9	233	475	663	250	1,625	1,375	(250)
Oct 24, 1983	San Francisco, CA	18	531	475	1,244	500	2,750	3,150	400
	ST	27	766	950	1,909	750	4,375	4,725	350
* MANAGING CHALLENGE									
Oct 11-12, 1983	Denver, CO	Canc.	0	475	0	70	545	0	(545)
* PROGRAM REVIEW									
Oct 17-18, 1983	Denver, CO	Canc.	0	475	0	70	545	0	(545)
GRAND TOTAL (Including Cancellations)		111	5,426	9,633	23,011	4,350	42,620	38,050	(4,570)
GRAND TOTAL (Excluding Cancellations)		111	5,382	8,750	22,911	3,425	36,468	38,050	1,582
AVERAGE PER SEMINAR/INSTITUTE (Excluding Cancellations) (10 Seminars/Institutes Held)		11	538	875	2,291	343	3,647	3,805	158

* New NTE Seminars

(a) Direct expenses do not include the cost of development of a topic.

(b) Meeting site expenses include audiovisual rental, meeting room rental, and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.

(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, labels, postage, mailroom services, and publishing of ads. These expenses were all charged to one master account, but for this table, the cost has been divided evenly among all the seminars advertised in order to derive an estimated total direct cost per each seminar, including promotion expenses.

(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor(s)' fees.

(e) Participant's materials include the typesetting, printing, and copying of seminar notebook contents. Also included is the cost for reference materials handed out, participant's lists, name tags and evaluation forms.

SEMINAR INCOME/EXPENDITURES
Winter/Spring/Summer, 1984

Topic / Date	Location	# Part	Final Direct Expenses (a)					Fee Income	Gain or (Loss)
			Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Part Materials (e)	Total		
FIVE-DAY HOT INSTITUTE: RESOURCE ALLOCATION DECISIONMAKING									
Jan 9-13, 1984	Boulder, CO	10	9251.87	9609.20	85,872.13	9722.85	7,456.05	9,000.00	1,543.95
July 9-13, 1984	Boulder, CO	21	1,091.68	609.20	9,570.09	1,536.05	12,807.02	18,900.00	6,092.98
	ST	31	1,343.55	1,218.40	15,442.22	2,258.90	20,263.07	27,900.00	7,636.93
MICROCOMPUTERS: ACQUISITIONS AND INTEGRATION									
Feb 15, 1984	Orlando, FL	Canc.	0	609.20	0	0	609.20	0	(609.20)
April 11, 1984	Philadelphia, PA	Canc.	0	609.20	0	0	609.20	0	(609.20)
	ST	0	0	1,218.40	0	0	1,218.40	0	(1,218.40)
STUDENT OUTCOMES									
Feb 16-17, 1984	Orlando, FL	Canc.	0	609.20	0	0	609.20	0	(609.20)
June 11-12, 1984	Cincinnati, OH	21	992.36	609.20	1,511.45	611.75	3,724.76	7,350.00	3,625.24
	ST	21	992.36	1,218.40	1,511.45	611.75	4,333.96	7,350.00	3,016.04
◊ LINKING PLANNING WITH BUDGETING									
Feb 20-21, 1984	Orlando, FL	27	1,008.27	609.20	2,517.66	810.00	4,945.13	9,450.04	4,504.87
April 12-13, 1984	Philadelphia, PA	15	809.30	609.20	1,990.30	450.00	3,858.80	5,250.00	1,391.20
June 13-14, 1984	Cincinnati, OH	17	859.53	609.20	2,118.94	510.00	4,097.67	5,950.00	1,852.33
	ST	59	2,677.10	1,827.60	6,626.90	1,770.00	12,901.60	20,650.00	7,748.40
STRATEGIC PLANNING									
April 3-6, 1984	Philadelphia, PA	Canc.	0	609.20	0	0	609.20	0	(609.20)
June 18-19, 1984	Seattle, WA	16	831.75	609.20	2,935.72	358.20	4,734.87	5,600.00	865.13
	ST	16	831.75	1,218.40	2,935.72	358.20	5,344.07	5,600.00	255.93
STRATEGIC PLANNING FOR 2-YEAR COLLEGES									
Feb 21, 1984	Orlando, FL	10	289.80	609.20	893.00	166.62	1,958.62	1,750.00	(208.62)
June 20, 1984	Seattle, WA	Canc.	0	609.20	0	0	609.20	0	(609.20)
	ST	10	289.80	1,218.40	893.00	166.62	2,567.82	1,750.00	(817.82)
◊ PROGRAM REVIEWS									
Apr 9-10, 1984	Philadelphia, PA	Canc.	0	609.20	0	0	609.20	0	(609.20)
June 21-22, 1984	Seattle, WA	Canc.	0	609.20	0	0	609.20	0	(609.20)
	ST	0	0	1,218.40	0	0	1,218.40	0	(1,218.40)
GRAND TOTAL (Excluding Cancellations)		137	6,134.36	4,873.60	27,409.29	5,163.47	43,582.92	63,250.00	19,667.08
AVERAGE PER SEMINAR/INSTITUTE (Excluding Cancellations) (8 Seminars/Institutes Held)		17	766.82	609.20	3,426.16	645.68	5,447.87	7,906.25	2,458.39

◊ Non NIE Seminars

(a) Direct expenses do not include the cost of development of a topic.

(b) Meeting site expenses include audiovisual rental, meeting room rental, and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.

(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, labels, postage, mailroom services, and publishing of ads. These expenses were all charged to one master account, but for this table, the cost has been divided evenly among all the seminars advertised in order to derive an estimated total direct cost per each seminar, including promotion expenses.

(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor(s)' fees.

(e) Participant's materials include the typesetting, printing, and copying of seminar notebook contents. Also included in the cost for reference materials handed out, participant's lists, name tags

SEMINAR INCOME/EXPENDITURES
Fall, 1984

Topic / Date	Location		# Part	Final Direct Expenses (a) Meeting Site (b)	Promotion (c)	Direct Personnel (d)	Part Materials (e)	Total	Fee Income	Gain or (Loss)
STUDENT OUTCOMES										
Oct 11-12, 1984	Atlanta, GA		13	$687.73	$786.89	$975.93	$374.94	2,825.49	4,550.00	1,724.51
		ST	13	687.73	786.89	975.93	374.94	2,825.49	4,550.00	1,724.51
* LINKING PLANNING WITH BUDGETING										
Oct 1-2, 1984	Boston, MA		13	623.95	786.89	1,870.81	390.00	3,671.65	4,550.00	878.35
Nov 15-16, 1984	Dallas, TX		33	1,478.92	786.89	1,494.13	990.00	4,749.94	11,550.00	6,800.06
		ST	46	2,102.87	1,573.78	3,364.94	1,380.00	8,421.59	16,100.00	7,678.41
STRATEGIC PLANNING										
Oct 4-5, 1984	Boston, MA		28	975.62	786.89	2,907.22	636.79	5,306.52	9,800.00	4,493.48
Nov 5-6, 1984	San Diego, CA		13	865.15	786.89	2,144.00	225.00	4,021.04	4,550.00	528.96
		ST	41	1,840.77	1,573.78	5,051.22	861.79	9,327.56	14,350.00	5,022.44
STRATEGIC PLANNING FOR 2-YEAR COLLEGES										
Oct 5, 1984	Boston, MA		Canc.	0	786.89	0	0	786.89	0	(786.89)
Oct 29, 1984	San Diego, CA		20	502.80	786.89	1,202.72	3.21	2,495.62	3,500.00	1,004.38
		ST	20	502.80	1,573.78	1,202.72	3.21	3,282.51	3,500.00	217.49
* PROGRAM REVIEWS										
Nov 12-13, 1984	Dallas, TX		24	1,337.42	786.89	2,685.43	600.00	5,409.74	8,400.00	2,990.26
		ST	24	1,337.42	786.89	2,685.43	600.00	5,409.74	8,400.00	2,990.26
NEEDS ASSESSMENTS FOR 2-YEAR COLLEGES										
Oct 30, 1984	San Diego, CA		11	378.82	786.89	1,298.85	317.33	2,781.89	1,925.00	(856.89)
GRAND TOTAL (Including Cancellations)			155	$6,850.41	$7,082.01	$14,579.09	$3,537.27	$32,048.78	$48,825.00	$16,776.22
GRAND TOTAL (Excluding Cancellations)			155	6,850.41	6,295.12	14,579.09	3,537.27	31,261.89	48,825.00	17,563.11
AVERAGE PER SEMINAR/INSTITUTE (Excluding Cancellations) (8 Seminars/Institutes Held)			19	856.30	786.89	1,822.39	442.16	3,907.74	6,103.13	2,195.39

* Non NIE Seminars

(a) Direct expenses do not incude the cost of developent of a topic.

(b) Meeting site expenses include audiovisual rental, meeting room rental, and other costs at meeting site for participants, such as meals, beverage breaks, and social functions.

(c) Promotion expenses include typesetting costs of ads and brochures, stationery costs, printing and copying costs for letters, labels, postage, mailroom services, and publishing of ads. These expenses were all charged to one master account, but for this table, the cost has been divided evenly among all the seminars advertised in order to derive an estimated total direct cost per each seminar, including promotion expenses.

(d) Direct personnel costs include travel expenses of the Meeting Coordinator and instructor(s) and the instructor(s)' fees.

(e) Participant's materials include the typesetting, printing, and copying of seminar notebook contents. Also included is the cost for reference materials handed out, participant's lists, name tags and evaluation forms.

SEMINAR INCOME/EXPENDITURES
For On Campus Seminars
1983

Topic / Date	Location	# Part	Direct Expenditures (a) Budgeted	Actual	Difference (Over) Under	Contracted Income (b)	Gain or (Loss)
STRATETGIC PLANNING - 2 YR COLLEGES							
Feb 14-15, 1983	Caribou College (CT)	25	3,790.35	3,424.65	365.70	4,402.00	977.35
Sept 7-8, 1983	Wisc Voc/Tech	60	3,238.08	2,552.74	685.34	5,600.00	3,047.26
	ST	85	7,028.43	5,977.39	1,051.04	10,002.00	4,024.61
STRATEGIC PLANNING							
May 9-10, 1983	Univ of Louisvill (KY)	25	3,051.02	2,630.15	420.87	4,000.00	1,369.85
Sept 23-24, 1983	Univ of Wisc-La Crosse	25	3,028.08	2,581.58	446.50	4,000.00	1,418.42
	ST	50	6,079.10	5,211.73	867.37	8,000.00	2,788.27
PROMOTING ADMINISTRATIVE EFFECTIVENESS							
May 3-5, 1983	Sioux Falls College (SD)	25	2,522.12	1,653.76	868.36	4,000.00	2,346.24
Aug 10-11, 1983	Tabor College (KS)	25	2,390.87	1,472.21	918.66	4,000.00	2,527.79
	ST	50	4,912.99	3,125.97	1,787.02	8,000.00	4,874.03
PROVIDING INFO FOR MANAGEMENT							
Oct 6-7, 1983	Cuyahoga Com Col (OH)	25	4,033.30	2,629.06	1,404.24	6,000.00	3,370.94
* LINKING PLANNING WITH BUDGETING							
Oct 14, 1983	Edison State Com Col (OH)	25	2,167.20	1,330.36	836.84	3,000.00	1,669.64
GRAND TOTAL		235	24,221.02	18,274.51	5,946.51	35,002.00	16,727.49
AVERAGE PER SEMINAR (8 On Campus Seminars)		29	3,027.63	2,284.31	743.31	4,375.25	2,090.94

* Non NIE Seminar

(a) Direct expenditures include two to four days of staff support time at NCHEMS, one to two days of instructor(s)' time, instructor(s)' travel, printing and duplicating of participants' materials, and related office expenses. (There are no hotel expenses.) It is likely that some direct expenditures mistakenly got charged to program overhead rather than to the applicable on campus seminar. Costs for promoting the on-campus seminars were buried in the promotion costs for general-audience seminars.

(b) Institutions contracted with NCHEMS at a set price to deliver a seminar on campus tailored to their needs.

SEMINAR INCOME/EXPENDITURES
For On Campus Seminars
1984

Topic / Date	Location	# Part	Direct Expenditures (a) Budgeted	Actual	Difference (Over) Under	Contracted Income (b)	Gain or (Loss)
STRATETGIC PLANNING							
Dec 19, 1983	Univ of Mass-Amherst	29	3,054.28	2,334.65	719.63	4,000.00	1,665.35
Jan 5-6, 1984	Univ of Alabama-Huntsville	27	2,929.28	2,287.56	641.72	4,000.00	1,712.44
Mar 8-9, 1984	Univ of Dist of Columbia	29	3,179.28	2,359.04	820.24	5,000.00	2,640.96
May 3-4, 1984	Univ of Alabama-Huntsville	26	2,929.28	2,694.07	235.21	4,000.00	1,305.93
June 14-15, 1984	Mendez Found (Puerto Rico)	24	3,229.28	2,909.11	320.17	5,000.00	2,090.89
Aug 8-9, 1984	Univ of Nebraska-Omaha	27	3,168.92	2,087.25	1,081.67	4,000.00	1,912.75
	ST	162	18,490.32	14,671.68	3,818.64	26,000.00	11,328.32
STUDENT OUTCOMES							
Apr 5-6, 1984	Univ of Puerto Rico	53	2,563.24	1,366.50	1,196.74	4,500.00	3,133.50
NEEDS ASSESS & STRAT PLAN - 2 YR COLLEGES							
Jan 5-6, 1984	Housatonic Comm Coll (CT)	25	1,906.30	2,601.36	(695.06)	6,000.00	3,398.64
PROMOTING INSTITUTIONAL EFFECTIVENESS							
Feb 2-3, 1984	Univ of Alaska-Anchorage	8	2,522.74	2,652.68	(129.94)	5,000.00	2,347.32
GRAND TOTAL		248	25,482.60	21,292.22	4,190.38	41,500.00	20,207.78
AVERAGE PER SEMINAR (9 On Campus Seminars)		28	2,831.40	2,365.80	465.60	4,611.11	2,245.31

(a) Direct expenditures include two to four days of staff support time at NCHEMS, one to two days of instructor(s)' time, instructor(s)' travel, printing and duplicating of participants' materials, and related office expenses. (There are no hotel expenses.) It is likely that some direct expenditures mistakenly got charged to program overhead rather than to the applicable on campus seminar. Costs for promoting the on-campus seminars were buried in the promotion costs for general-audience seminars.
(b) Institutions contracted with NCHEMS at a set price to deliver a seminar on campus tailored to their needs.